USING A SCALE OF 1 TO 10, with one indicating that you rarely exhibit the quality and ten indicating that you almost always exhibit the quality, rate your leadership character, giving yourself an overall rating for each of the nine qualities. In the Self column, rate how you see yourself. In the Other column, enter how others would probably rate you.

Rate Yourself *on* Leadership Character

Quality	Behavioral Indicators	Self	Others
Integrity Basic Integrity – defined by honesty, authenticity, and truth telling – is the foundation for being seen as an ethical leader.	• Can be counted on to tell the truth. • Not deceptive or self-serving; doesn't talk about people behind their backs. • Keeps all promises. • Doesn't twist facts for personal advantage. • Is willing to stand up for what is right. • Tells the truth even when it's difficult.		
Integrity Subtotal:			
Empathy Treating everyone in the organization with empathy helps leaders earn trust. Leaders who are empathetic create strong bonds and are seen as less "political."	• Can understand others' points of view, including the views of those who are different. • Shows genuine concern for others. • Listens with understanding. • Is respectful even when he or she has nothing to gain from the relationship.		
Lack of Blame People who project blame are seen as irresponsible and lacking in integrity.	• Spends time fixing problems, not assigning blame. • Doesn't evade responsibility. • Doesn't exhibit an "us vs. them" mentality. • Doesn't blame other departments for organizational problems. • Doesn't look for a scapegoat in a crisis.		
Humility Humility keeps leaders from appearing arrogant or self-righteous, and keeps the ethical conversation open.	• Listens to others with an open mind. • Doesn't brag or name drop. • Clearly sees and admits own limitations and failings. • Is willing to compromise on a decision when appropriate. • Welcomes suggestions and feedback for improvement. • Not self-righteous; can listen to and understand others' points of view.		
Emotional Mastery People who are explosive or rude are viewed as lacking in empathy and consideration for others. They shut down feedback and create a climate of fear.	• Doesn't berate others when annoyed or disappointed. • Maintains composure during times of stress, pressure or disagreement. • Is able to manage anxiety in difficult situations. • Can listen to tough feedback and bad news without over-reacting. • Can express disagreement calmly.		
Respect Subtotal:			

Rate Yourself *on* Leadership Character

Quality	Behavioral Indicators	Self	Others
Accountability People who are accountable follow through on commitments and are willing to hold other people accountable.	• Can be counted on to deliver on promises. • Is willing to hold others accountable. • Addresses performance issues when needed. • Accepts responsibility for own actions. • Takes personal responsibility for the success of the organization. • Takes initiative to get things done.		
Self Confidence People with self-confidence are less likely to go along with the crowd, and feel confident and assertive enough to speak their minds.	• Has a self-assured bearing. • Is willing to express an opinion. • Isn't afraid to try something again even though he/she has failed at it before. • Unafraid to bring up concerns and stick to a position. • Holds own even when others disagree.		
Courage People with courage are willing to address uncomfortable issues and take risks, even when they may endanger their own position or career.	• Is willing to act; avoids getting caught up in analysis paralysis. • Champions new or unpopular ideas. • Lets people know where they stand. • Takes the ball and runs with it, even when there are obstacles. • Isn't afraid to try new approaches to solving problems.		
Focus on the Whole People who focus on the whole are able to put the organization's interest or even the larger community's interest above their own self-interest or their own department's interest.	• Shares information across the organization. • Considers the impact of decisions on all departments. • Helps people see how their job or effort contributes to the organization's success. • Communicates excitement and enthusiasm for the organization and its goals.		
Responsibility Subtotal:			

TOTAL SCORE
[Out of a possible 90]

Self	Others