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|  | **NEXT Leadership Self-Assessment** | | | | |  | | |
| **Leadership  Traits** | **Desired Behaviors** | **Self** | | **Direct Reports Peers** | | **Direct Manager Senior Leaders** | | |
| **PROFICIENT** | **AREA for GROWTH** | **PROFICIENT** | **AREA for GROWTH** | **PROFICIENT** | **AREA for GROWTH** |
| **Inspiring & Motivating** | I establish a clear and compelling vision for my team and set challenging goals that inspire them to want to realize the vision. |  |  |  |  |  |  |
| I create a positive environment. |  |  |  |  |  |  |
| I consistently maintain a positive attitude – we can do it; we can get there; and if there’s a problem, we can work through it together. |  |  |  |  |  |  |
| I reward, celebrate, and recognize good behaviors, progress, and excellent performance by individuals or the team. |  |  |  |  |  |  |
| I interact with employees/the team on a personal level. |  |  |  |  |  |  |
| I motivate others through influence and persuasion versus power and coercion. |  |  |  |  |  |  |
| I help employees/the team see their maximum potential, capitalizing on strengths, and supporting development areas. |  |  |  |  |  |  |
| I think critically about future trends in my area and help employees/the team understand the need for continuous improvement. |  |  |  |  |  |  |
| I help employees/the team work through setbacks/mistakes by providing clear and constructive feedback. |  |  |  |  |  |  |
| I engage others to be part of the solution. |  |  |  |  |  |  |
| I remain calm and positive when mistakes occur, ensuring that acceptable behaviors and expectations are reinforced. |  |  |  |  |  |  |
| **Communicating with Impact** | I communicate frequently and clearly to align and engage all stakeholders – employees, teams, peers, superiors, and other customers. |  |  |  |  |  |  |
| I communicate important issues in a direct, open, and timely manner. |  |  |  |  |  |  |
| I communicate with impact – attention, brevity, and clarity. |  |  |  |  |  |  |
| I work to create a feeling of value and safety as I communicate with others. |  |  |  |  |  |  |
| I am approachable. |  |  |  |  |  |  |
| I practice active listening when engaging with others. |  |  |  |  |  |  |
| I curiously ask questions to find out what’s on people’s minds and gain better understanding. |  |  |  |  |  |  |
| I follow-up on what people tell me. |  |  |  |  |  |  |
| I engage directly with others to share and receive feedback and listen to concerns. |  |  |  |  |  |  |
| **Leadership  Traits** | **Desired Behaviors for Proficiency** | **Self** | | **Direct Reports Peers** | | **Direct Manager Senior Leaders** | | |
| **PROFICIENT** | **AREA for GROWTH** | **PROFICIENT** | **AREA for GROWTH** | **PROFICIENT** | **AREA for GROWTH** |

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| **Coaching &  Developing Others** | I coach as a tool to encourage my team to be their best. |  |  |  |  |  |  |
| I provide constructive, candid, and timely coaching to develop others. |  |  |  |  |  |  |
| I understand that coaching promotes an atmosphere for development. |  |  |  |  |  |  |
| I reinforce positive behaviors and results. |  |  |  |  |  |  |
| I help others develop by applying methods such as peer-to-peer coaching, mentoring, and knowledge transfer. |  |  |  |  |  |  |
| I use development plans and mentoring to improve performance and help others grow. |  |  |  |  |  |  |
| I proactively and thoughtfully provide developmental experiences for employees. |  |  |  |  |  |  |
| I recognize at times it is easier to do things myself, but resist this behavior as it robs my employees/peers of the opportunity to learn and grow. |  |  |  |  |  |  |
| I actively seek feedback from others including leaders, peers, employees, and customers to help my own development/improvement. |  |  |  |  |  |  |
| I am coachable and consistently give and encourage feedback. |  |  |  |  |  |  |
| I actively seek self-improvement opportunities. |  |  |  |  |  |  |
| **Relationship  Management** | I see networking as an opportunity to build relationships, not as a chore. |  |  |  |  |  |  |
| I strive to learn about the personal side of those I work with, not just how they work. |  |  |  |  |  |  |
| I set a frequency to reach out to others to ensure I am continually cultivating relationships. |  |  |  |  |  |  |
| I am known for being personable and approachable. |  |  |  |  |  |  |
| I am self-aware of my communication preferences. |  |  |  |  |  |  |
| I am comfortable having crucial conversations. |  |  |  |  |  |  |
| I maintain awareness and control of my emotions and handle interpersonal relationships judiciously and empathetically. |  |  |  |  |  |  |
| I recognize and adapt to the styles of others. |  |  |  |  |  |  |
| I know my stakeholders and plan for opportunities to build relationships and understand their motivations and perspectives. |  |  |  |  |  |  |
| I seek to understand the needs of my stakeholders and integrate these with my needs through dialogue and productive negotiating. |  |  |  |  |  |  |
| I am adept at working through conflicts with all stakeholders, especially those who have different styles than me. |  |  |  |  |  |  |
| I leverage my network, and the strengths of others to achieve desired outcomes. |  |  |  |  |  |  |

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| **Resilience** | When I make an error, I look for the lesson or opportunity in it and move on. |  |  |  |  |  |  |
| I view mistakes as lessons to reflect upon, not as failures to relive again and again. |  |  |  |  |  |  |
| I am open to sharing my mistakes with others, giving them the opportunity to learn without having to make the same error. |  |  |  |  |  |  |
| I am willing to try new ideas and listen to other perspectives. |  |  |  |  |  |  |
| I embrace change and encourage others to be open to change. |  |  |  |  |  |  |
| I am effective at making decisions and moving forward. |  |  |  |  |  |  |
| I know that my voice has value and I consistently look for opportunities to share it with others. |  |  |  |  |  |  |
| I recognize challenging situations as some of the best learning environments. |  |  |  |  |  |  |
| I leverage my strengths to overcome challenges. |  |  |  |  |  |  |
| I approach challenges with a positive outlook. |  |  |  |  |  |  |
| I support the team in developing solutions versus only identifying problems. |  |  |  |  |  |  |
| I am able to remain calm under pressure. |  |  |  |  |  |  |