

# Self Assessment: Influence and Self Awareness

Leaders exemplify ethical practices, professionalism, political acumen, and personal integrity. They encourage the expression of diverse opinions and perspectives while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth. They understand their strengths and limitations and how they influence performance. They lead from within, facilitate development, and demonstrate agile thinking.

In this self-assessment, you will rate yourself on a scale from 1-3 for each element.

Score of 1 -Core: you exhibit foundational leadership skills/behaviours

Score of 2 -Advanced: you have enhanced leadership skills/behaviours developed

Score of 3 -Excellence: you are developing the highest level of skills/behaviours

***In the right column beside each element, indicate your current level of knowledge/skill for each of the behaviour descriptors. You can consult the [matrix](#) for additional information at each level. This will give you a score out of 9 to help identify your strengths and opportunities for growth.***

## Elements of Influence and Self Awareness

### Personal Growth and Development

- Recognizes the importance of self-awareness and personal impact
- Uses negative experiences and constructive feedback as learning opportunities
- Continuously seeks opportunities to enhance personal and professional development in diversity and inclusion best practices and challenges one's biases

### Communication

- Applies intercultural and intergenerational communication, active listening, and emotional awareness skills
- Promotes the use of effective, timely, and ongoing feedback
- Models transparent, effective, and appropriate communication practices

### Professionalism, Political Acumen, and Decision Making

- Ensures diversity of representation in decisions and uses an inclusive lens to consider the impact
- Reviews outcomes as learning opportunities to build strengths
- Demonstrates strong critical thinking and problem-solving skills

**I could pursue/ plan for professional development in...**

# Self Assessment: Builds Relationships

Leaders establish strong working partnerships to create opportunities and develop the organization. They create collaborative, respectful, and trusting work environments. Leaders bring a whole-of-government view to their interactions, seeking the widest possible spectrum of perspectives. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

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## Elements of Builds Relationship

### Collaborative Practice

- Builds inclusive and bias-free workplace culture and empowers others to share their perspective
- Respectfully deals with conflicting views and creates space where everyone can speak and learn from each other
- Engages with others to initiate collaboration, goal setting, and cross-departmental initiatives

### Change Management and Facilitation

- Demonstrates agility and resilience during times of uncertainty and instability
- Demonstrates personal initiative, and champions inclusive and collaborative processes to engage staff and partners in change
- Strategically identifies, implements, and manages change, understands the change process, and its impact and sees opportunity

### Conflict Management

- Understands impact of unresolved conflict on individuals and identifies conflict situations
- Successful in mediating and negotiating difficult situations and embraces education opportunities to improve conflict resolution skills
- Strategically engage a broad range of supports, resources, and personnel to facilitate creative resolution to issues

**I could pursue/ plan for professional development in...**

# Self Assessment: Leads Others

Leaders model public service values to create a positive roadmap for success and inspire and motivate their team members. Intellectually agile, they build on diverse ideas and perspectives, building consensus around compelling visions. They manage performance and provide constructive and respectful feedback. They lead by example, setting goals for themselves.

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## Elements of Leads Others

### Positive Culture and Working Environment

- Builds a culture of respect, inclusivity, and genuine and trusting relationships
- Values differing opinions to improve innovation, decision making, and make decision reflective of diverse views in alignment with Diversity and Inclusion best practices
- Openly discuss how to demonstrate a wide variety of perspectives, identifies, and cultures are valued

### Team Development and Leadership

- Encourages team members to share their experience and acknowledges others for their contribution
- Motivates the team to be highly engaged in goals with a focus on future goal attainment
- Engaged in a personal development plan and contributes to a safe and bias-free work environment

### Performance Management

- Is knowledgeable of how to give constructive feedback and engages in self-assessment and development plans focused on strengths and areas for improvement
- Explores new ways of accomplishing goals and improving outcomes, and regularly reviews progress on goals
- Promotes the use of organization policy tools that embed equity and diversity consistently in policy and practice

**I could pursue/ plan for professional development in...**

# Self Assessment: Focus on Results

Leaders mobilize and manage resources to deliver on priorities and improve outcomes. They consider context and risks and take personal responsibility for their actions. Leaders have the courage and resilience to challenge convention and use setbacks as valuable insights and learning. They are adaptable to change, aligning and adjusting milestones and targets to maintain momentum.

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## Elements of Focus on Results

### Accountability

- Takes full responsibility for actions and acts within government values and ethical practices
- Demonstrates strong commitment to personal and organizational accountability by regularly reporting on goals and progress
- Ensures that effective accountability and evaluation systems are in place to measure organizational effectiveness

### Continuous Improvement

- Utilizes equity-based analysis and evaluation tools to focused on improving results and continuous improvement
- Encourages team to use skills and abilities of team members to create and implement new strategies to deal with ongoing or future issues
- Promotes a learning environment across the organization in a way that promotes cultural sensitivity and awareness

### System and Resource Management

- Tracks progress on goals and understands the reallocation of resources
- Considers a broad range of data, options and evaluates the impact during decision-making
- Continuously uses an inclusive lens in decision making, policy development, and service and program delivery
- Demonstrates accountability and excellence in managing cultural diversity and sensitivity in the workplace

**I could pursue/ plan for professional development in...**