

*This Leadership Self-Assessment tool outlines the areas of competence an effective Rural Development Supervisor must have. The selected competencies are sub-divided into categories based on the OPM ECQ's and fundamental competencies. This is NOT a test. It is a tool for self reflection. Individuals are encouraged to assess their own competence and performance as leaders and use the results to develop a plan of action. Carefully read each question and respond honestly regarding your current performance. **This tool is for personal use only.***

ECQ 1 Leading Change: The ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Creativity/Innovation

- 1 Creates a work environment that encourages creative thinking, brainstorming and innovation among staff.
- 2 Develops new insights into situations and applies innovative solutions to make organizational improvements.
- 3 Designs and implements new or cutting edge programs/processes.

Flexibility

- 1 Is open to change and new information.
- 2 Adapts behavior and work methods to new information, changing conditions or unexpected obstacles.
- 3 Adjusts rapidly to new situations warranting attention and resolution.

Resilience

- 1 Demonstrates skill and capacity to be robust under conditions of mounting stress and change.
- 2 Treats all people with respect and equity even when under pressure.
- 3 Maintains focus and intensity and remains optimistic and persistent, even under adversity.
- 4 Effectively balances personal life and work.

ECQ 2 Leading People: The ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Conflict Management

- 1 Manages and resolves conflicts in a positive and constructive manner to minimize negative impact.
- 2 Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations.
- 3 Deals with interpersonal problems in a timely manner.
- 4 Includes all affected parties in resolving conflicts.

Leveraging Diversity

- 1 Fosters an inclusive workplace where diversity and individual differences are respected, understood, valued and leveraged to achieve the vision and mission of the organization.
- 2 Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results.
- 3 Recruits, develops, and retains a diverse high quality workforce in an equitable manner.
- 4 Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Team Building

- 1 Inspires, motivates and guides others toward goal accomplishment.
- 2 Fosters commitment, team spirit, pride and trust.
- 3 Encourages and facilitates cooperation within the organization and with business partners and customers.
- 4 Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

<p>ECQ 3 Results Driven: The ability to meet organizational goals and customer expectations. Inherent to the ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Customer Service

- 1 Is committed to continuous improvement of services.
- 2 Anticipates and meets the needs of both internal and external customers.
- 3 Effectively balances the interest of a variety of customers.
- 4 Provides high-quality deliverables (products and services).

Problem Solving

- 1 Identifies and analyzes problems.
- 2 Distinguishes between relevant and irrelevant information to make logical decisions.
- 3 Provides equitable solutions to individual and organizational problems and makes logical recommendations.

ECQ 4 Business Acumen: The ability to manage human, financial, and information resources strategically.	Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Financial Management

- 1 Prepares, justifies and/or administers the budget for the program area.
- 2 Monitors expenditures and uses cost-benefit thinking to set priorities in support of programs and policies.
- 3 Identifies cost-effective approaches.
- 4 Demonstrates broad understanding of principles of financial management and has expertise to ensure appropriate funding levels.

Human Capital Management

- 1 Manages a multi-sector workforce and a variety of work situations.
- 2 Ensures that employees are appropriately recruited, developed, utilized, appraised and rewarded.
- 3 Takes corrective action to address performance issues.
- 4 Assess current and future staffing needs based on organizational goals and budget realities.

ECQ 5 Building Coalitions: The ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofits and private sector organizations, foreign governments, or international organizations to achieve common goals.	Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Partnering

- 1 Builds alliances, engages in cross-functional activities.
- 2 Collaborates across boundaries to build strategic relationships and finds common ground with a widening range of stakeholders.
- 3 Utilizes contacts to build and strengthen internal support bases.

Influencing/Negotiating

- 1 Persuades others.
- 2 Builds consensus through give and take.
- 3 Gains cooperation from others to obtain information and accomplish goals.
- 4 Facilitates "win-win" situations.

Fundamental Competencies: Interpersonal Skills and Communications	Not at All	To a Small Extent	To a Moderate Extent	To a Great Extent
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Interpersonal Skills

- 1 Considers and responds appropriately to the needs, feelings and capabilities of different people in a different situations.
- 2 Is tactful, compassionate and sensitive and treats others with respect.

Communications

- 1 Expresses facts and ideas in writing in a clear, convincing and organized manner.
- 2 Makes clear and convincing presentations to individuals and groups.
- 3 Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
