

The INTEGRITY-DRIVEN[®] Leader Assessment Profile

INTEGRITY-DRIVEN leaders and organizations demonstrate characteristics or patterns of behavior that enable them to earn the trust and confidence of others.

The INTEGRITY-DRIVEN Leader Assessment Profile is a self-assessment tool designed to help you determine how frequently and how effectively you demonstrate these patterns of behavior. It is based on the concepts from the book *On My Honor, I Will: The Blueprint for INTEGRITY-DRIVEN Leadership*.

This instrument will help you identify the strengths on which you want to build and the areas where you have an opportunity to improve. And, it will help you become a leader who consistently influences others to deliver results through the power of integrity.

Use this tool to benchmark your current level of competency, and then refer to it regularly to evaluate your growth and development. This will allow you to focus your efforts and grow more quickly into the leader you want to be.

Instructions: Please follow these steps carefully to complete and score the profile.

1. **Complete the profile.** Read each of the 25 statements, and circle the number on the rating scale that most accurately describes your performance for each statement.
2. **Score the profile.** Transfer your ratings for each statement to the tally box on the last page of the instrument. Add the scores for each competency or behavior and divide the total by the number shown following the slash (/) to determine the percentage total for each area.

Example: A score of 0.25 in the Tally Box represents by 25% on the Assessment Profile Graph.

3. **Create your assessment profile graph.** Use the total score for each competency to draw a horizontal bar graph on the grid provided.
4. **Develop your plan.** Use the results of your assessment profile to create your own professional development plan. You may want to share your results with your manager or a peer you trust to confirm and clarify your results.
5. **Act on the results.** Review your plan regularly. Make a conscious effort to maximize one strength and improve one area where improvement is needed for thirty days and then reevaluate your performance. Keep a journal or notes to record your progress. When you have made the progress you desire in a specific area, choose another area on which to work.

Remember: The accuracy of this assessment is in direct proportion to the honesty of your responses.

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The following statements are designed to help you identify patterns of behavior and performance that affect your success as a leader. Read each of the 50 statements carefully then circle the number from 1 to 5 that most closely describes the extent to which your leadership performance and behavior matches the statement.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

	1	2	3	4	5
1. I have complete clarity on my values, beliefs, and priorities. I have identified what is important in every area of my life. I know what I stand for and what I stand against.					
2. I am loyal to my values and beliefs. The things that are important to me do not change on a whim or without careful evaluation. I hold on to my principles, beliefs, and values without being rigid.					
3. I am consistent. Others can depend on me to act or react in similar ways in similar situations.					
4. My actions match my principles and my words. What I believe on the inside is reflected in how I act, behave, and perform on the outside.					
5. I demonstrate commitment to the people, principles, and priorities that I hold as important. I am an active participant rather than an innocent bystander in living my life with integrity.					
6. I base my decisions on the standard of what is right rather than what is convenient. I do the right thing even when it is unpleasant or inconvenient. I stand up for what's right. I have the courage of my convictions.					
7. I look out for and demonstrate concern for others. I consider the greater good in my decisions. I help others and operate from the basis of "what is right" rather than "who is right."					
8. My relationships with others especially those with whom I am close are authentic and transparent. I don't pretend to be something that I am not or seek to hide the real me.					
9. I actively listen to what others have to say. I seek to understand and not prejudge different and opposing perspectives on issues.					
10. I actively build and foster relationships built on trust rather than relying on fear or utility to exert power over others.					

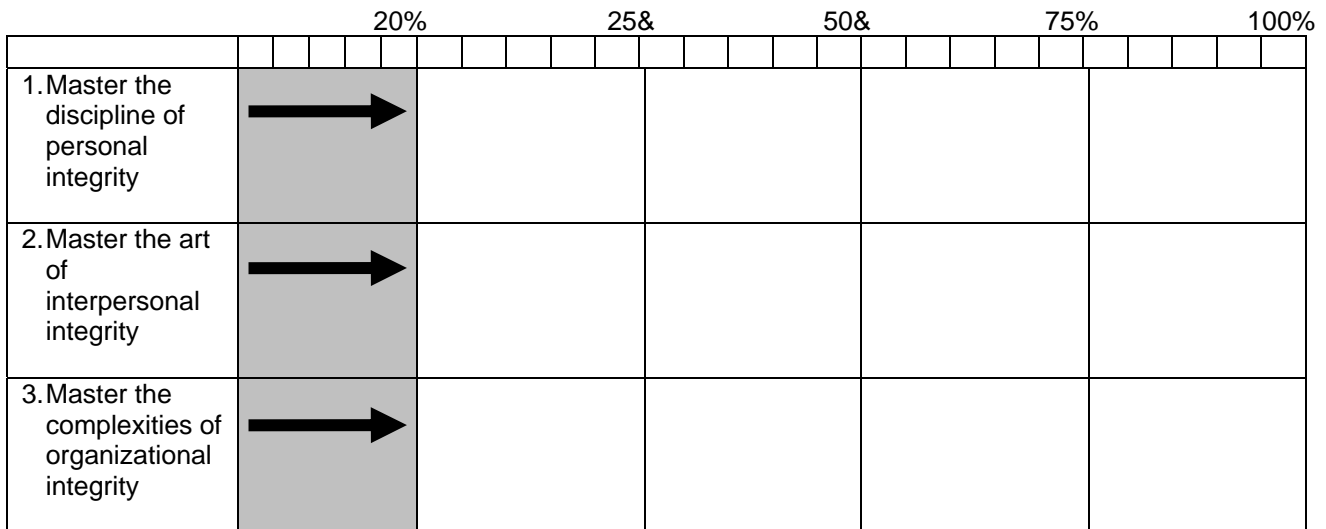
11. I consciously attempt to help others succeed. I act in others best interest even when it has no immediate payoff for me personally.					
12. I can and do speak freely and honestly without being rude or condescending to others. Others can count on me to speak the truth					
13. I actively work toward win-win outcomes when faced with conflict. Others do not have to lose in order for me to feel that I have won.					
14. I openly share information with others whenever possible. I do not withhold information from others that they need to be successful. I do not “spin” information for my personal gain.					
15. I invest the time and effort to build and maintain relationships with individuals and groups that are important to me.					
16. My organization has a reputation for honesty, value, and integrity.					
17. My organization’s leaders set a good example of integrity.					
18. People at all levels of my organization clearly understand what is expected of them in areas of productivity, quality, service, job performance, and integrity.					
19. Everyone in my organization is united behind the common goals of providing quality products and services to customers in a manner that communicates honesty, value, and integrity.					
20. Decisions are made based on what’s right for all parties and not on the basis of tradition or political positioning.					
21. Leaders and managers are held accountable for the development of people.					
22. Individuals are rewarded for their performance that demonstrates integrity.					
23. My organization deals swiftly with individual performance that violates the trust of others.					
24. Individuals are continually encouraged to upgrade their technical and relationship-building skills.					
25. The organization acts responsibly toward the welfare of the community as a whole.					

Tally Box

1. Master the discipline of personal integrity	1__ 2__ 3__ 4__ 5__ 6__ 7__	Total ____/35 = ____
2. Master the art of interpersonal integrity	8__ 9__ 10__ 11__ 12__ 13__ 14__ 15__	Total ____/40 = ____
3. Master the complexities of organizational integrity	16__ 17__ 18__ 19__ 20__ 21__ 22__ 23__ 24__ 25__	Total ____/50 = ____

Competency Score

Results Rule! Leader Assessment Profile Graph



Name: _____ Date: _____

Target date for review: _____

Professional Development Goals:

Strengths on Which to Build	Opportunities for Improvement
1.	1.
2.	2.
3.	3.
4.	4.