Collaborative Leadership Assessment Scale

The Collaborative Leadership Assessment Scale can help individuals rate the quality of their leadership. It is important to note that leadership is demonstrated through a variety of roles in meetings, not just by being the chair or facilitator. When looking at leadership roles in different group settings it is apparent that each individual has different leadership opportunities. This scale is part of a series of "Evolution to Effective Prevention" tools that frame assessment in terms of growth and progress rather than strength and weakness. On a scale of 1 to 5, leaders can rate themselves according to how far along they are in the "evolution" to quality leadership. For example, a leader who bases group work on a focused mission scores higher than one who takes action based on available funding sources. Leaders can also use this scale to prioritize those areas in which they will work to improve. They may choose to strengthen a few areas that receive a low score, as well as continue to build upon areas that rated highly.

The tool is intended to be an ongoing resource. Initially, it can be used to identify areas that are strong and those that need further development; later, it can be used to insure continued effectiveness and map progress in problem areas. It should be filled out to reflect the strengths \and weaknesses of participation whether in charge of or as a member of a group. Also, once the prioritized areas are addressed, leaders can go back and examine some of the lower priorities for future development.

As an example, here is a portion of the scale with scores and priority rankings filled out:

Example:

Priority (H, M, L)	Less Developed 1 2 3 4 More Developed 5	Effectiveness Score (1-5)
	Clarity of mission/Strength of vision	
H	You have difficulty articulating a clear mission/vision to the collaborative $\Rightarrow$ You effectively communicate a clear mission/vision to the collaborative	4
H	You base your actions on funding $\Rightarrow$ You base actions on a focused mission	2
M	You have defined the mission narrowly to address a specific case $\Rightarrow$ Your mission is comprehensive and looks at the big picture	3
L	Under your leadership, members of the collaborative are unmotivated and lacking in inspiration $\Rightarrow$ You are able to successfully inspire and motivate others in the collaborative	5

This hypothetical collaborative is well motivated and clear about its mission, but that mission needs to be more comprehensive. The leader would like to focus more on the group's goals than funding in making decisions and would like to continue to stress the importance of a clear mission.

A complete form is provided on the following pages.

Collaborative Leadership Diagnostic Scale

Please note: this form is for your personal use only. It will not be collected and, therefore, you will find it most useful if you are honest in your ratings.

Priority (H, M, L)	Less Developed 1 2 3 4 5 More Developed	Effectiveness Score (1-5)
	Leadership characteristics	
	You have difficulty assessing your own strengths and weaknesses ⇒ You can be honest in assessing your own strengths and weaknesses	
	You tend to believe in a right way of doing things ⇒ You are flexible and open to a variety of perspectives	
	You are frustrated easily when things are not going your way ⇒ You are patient with others and with difficult situations	
	When given the choice, you tend to play it safe ⇒ You are comfortable taking thoughtful risks	
	You tend to avoid the spotlight ⇒ You effectively use your charisma to encourage others	
	You rely on personal charm for the success of the collaborative ⇒ You complement charisma with concrete experience and strategic insight	
	Clarity of mission/Strength of vision	
	Your sense of the collaborative's mission/vision lacks clarity ⇒ You have a clear understanding of the collaborative's mission/vision	
	You have difficulty articulating a clear mission/vision to the collaborative ⇒ You effectively communicate a clear mission/vision to the collaborative	
	You base your actions on funding ⇒ You base actions on a focused mission	
	You have defined the mission narrowly to address a specific case ⇒ Your mission is comprehensive and looks at the big picture	
	Under your leadership, members of the collaborative are unmotivated and lacking in inspiration ⇒ You are able to successfully inspire and motivate others in the collaborative	
	Communication/Link to others	
	Under your leadership, the collaborative works largely in isolation of the community ⇒ You effectively integrate the collaborative's work with the community, including meaningful participation by the constituency you are trying to serve	
	You have not been able to translate collaboration into meaningful influence in the larger community ⇒ You are able to influence key decision-makers, government agencies, and other organizations	
	You have been unable to increase support for the collaborative. ⇒ You are able to successfully increase support for the collaborative	
	Under your leadership, the collaborative is seen by others largely as self-serving or irrelevant ⇒ You are able to successfully maintain and/or increase the credibility of the collaborative	
	You and your collaborative partners often make sacrifices and compromises at the expense of the collaborative ⇒ You remain faithful to the collaborative, its mission, and the work of its members	

Priority (H, M, L)	Less Developed 1	2	3	4	More Developed 5	Effectiveness Score (1-5)
	The Collaborative Environment					
	Under your leadership, members distrust one another and/or the collaborative leadership	⇒			You create an honest and open environment, and lines of communication are always open	
	You often blame members for mistakes of the collaborative	⇒			You own your mistakes and take responsibility for the collaborative	
	You table difficult decisions in favor of easier ones	⇒			You are decisive on the difficult issues	
	You allow conflicts to go unresolved	⇒			You effectively address and resolve conflicts	
	Under your leadership members feel confined by the group	⇒			You encourage risk-taking and creativity	
	Building Membership Capacity					
	You have been unable to increase membership or build partnerships for the collaborative	⇒			You are able to successfully increase membership or build partnerships for the collaborative	
	You do not recruit membership in a strategic manner	⇒			You actively recruit based on the goals of the collaborative	
	Under your leadership, barriers to participation inhibit participation and diverse membership.	⇒			You minimize barriers to participation and embrace diversity	
	You have not been able to foster a culture of empowerment and inclusion.	⇒			You encourage inclusion and participation by all members by working to empower them	
	Under your leadership, new members are uncertain how to integrate themselves into the group	⇒			You welcome new members and effectively orient them into the group	
	You often ignore the specific abilities, capacity, and perspectives of the members.	⇒			You recognize and develop member abilities and work to combine their perspectives, resources, and skills	
	Management					
	You have not made the administrative structure of the collaborative clear	⇒			You maintain a clear delineation of roles, responsibilities, and procedures	
	You manage time, money and other resources poorly	⇒			You effectively manage time, money, and other resources	
	Under your leadership, meetings are largely seen as a waste of time, deadlines are rarely met, and staffing is insufficient or redundant	⇒			You effectively coordinate administration of activities, meetings, staffing, deadlines, etc.	
	You try to control and oversee all activities of the collaborative	⇒			You effectively share responsibility and accountability for the group's accomplishments	
	You work as few hours as possible	⇒			You work efficiently and accomplish your goals.	

Based on the above self-assessment, please name 4-5 things you do very well, in terms of leading a collaborative:

1.	4.
2.	5.
3.	

Based on the above self-assessment, please name 4-5 areas of growth and some steps to achieve them. Make sure you take into consideration not only areas that scored low, but also those areas which you ranked as high priority:

Areas for growth	Next steps
1.	
2.	
3.	
4.	
5.	