



Authentic Leadership Self-Assessment

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Introduction

This tool is based on a multi-layer leadership model developed by Jim Galvin and I. You can learn more about the model through my [LinkedIn newsletter article](#) (July 5th 2022) and a [Systems Thinker journal article](#). Through research and interviews, we identified two sides to authentic leadership: Doing (competence), and Being (character.) Many leaders neglect the Being side. Authentic leaders do not.

In presentations, we invite our audience to identify someone who had a positive influence on them, AND who they admire BOTH for their accomplishments (competence), AND as a person (character.) We then discuss why they selected those people and the impact they had on their own competence and character. The energy in the room is amazing, and the follow-up conversations and actions often include reconnecting with the leaders they identified. We also found that the chosen leaders aren't only work-related... many are parents, family members, friends, or community members. That proves that leadership is for *everyone*... ***each of us can choose to be a person of positive influence.***

How This Assessment Works

The assessment covers all seven layers of the model. Please note that the 'top' levels are not the most important. Rather, each level is enhanced by the strength of the levels below it. Behavior is measured by effort and results, and will benefit from improving Practices, developing Skills, and increasing Self-awareness. The 'Being' levels of Mindset, Character, and Alignment are foundational to authenticity.

The Process

Enter your name and the date at the top of the next page. Reflect on your current level of development and performance in each layer, and rate each using this scale: 5=Excellent; 4=Good; 3=Sufficient; 2=Absent; 1=Unhealthy. Then, plan corrective action for any categories 3 or below.

When you're ready to complete the assessment, check out the next page!

Authentic Leadership Self-Assessment

Name: _____ Date: _____

	Layer	Rating
Behavior	Definition: <i>Directly observable actions and activity.</i> I work diligently to achieve high results and seek out honest feedback, advice, resources, tools, and tips to improve my execution, results, and impact.	_____
Practices	Definition: <i>Well-established, repeatable patterns of behavior.</i> I review and refine my approach to key areas of responsibility, research best practices, and adopt those that will improve my effectiveness.	_____
Skills	Definition: <i>Acquired knowledge and proficiency.</i> I regularly spend time expanding my knowledge and skills in both the Doing and Being leadership levels to increase my competence and positive influence.	_____
Self	Definition: <i>Capabilities and limitations of body, mind and spirit.</i> I explore, alone and with others, what makes me unique, to utilize my strengths as fully as possible and effectively address my limitations.	_____
Mindset	Definition: <i>Mental models and processes to promote engagement.</i> I critically examine my perspective and invite others to share theirs to create shared understanding and take appropriate collective action.	_____
Character	Definition: <i>Internalized principles that drive choices and behavior.</i> I continually clarify and communicate my values, assess how fully I live them out, and invite others to help me address the gaps.	_____
Alignment	Definition: <i>Being in step with a larger purpose outside of oneself.</i> I seek to clarify the 'why' driving my own efforts and the 'who' looking to me to lead, so I can connect all our efforts and achieve excellence.	_____

Insights & Improvement Plans: