APPENDIX C: ASTDD LEADERSHIP SELF ASSESSMENT TOOL (2003)

Name:

Assessing Public Health Leadership Competencies

Instructions:
Assess your capabilities in each of the skills listed according to this scale.

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<td>I’m not sure how to do this.</td>
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**Mission and Visionary Leadership**

I can identify, articulate and model professional values and ethics.
I can facilitate development of mission and vision statements.
I can identify when the mission or vision need to be reassessed and adapted.
I can envision the future in terms of changes that are needed today.
I can articulate, promote and implement my department/office/program/unit vision and mission.
I am able to accept and incorporate innovative concepts/methods into strategic decision making.
I am able to develop, implement and refine mission-driven strategic-planning processes at policy, management and operational levels.

**Change Agent**

I am able to understand and develop an overall health systems approach to change.
I am able to empower others to select and take critical actions.
I can communicate effectively to translate a sense of mission/vision into action.
I can facilitate and create dialogue on issues.

**Political Processes**

I understand the legislative, regulatory and political processes at national, state and local levels.
I am able to promote and provide community education and advocacy to achieve national, state and/or local health objectives.
I am able to identify and analyze policy issues related to public health problems.
I can identify constituencies and fellow advocates for coordinating action around policy issues within and outside my organization.
I am able to collaborate with others to translate community/organizational needs and plans into specific legislative proposals.
I am able to translate policy decisions into organizational and community structure, programs and services.
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### Community Collaboration

- I am able to identify and invite key players, stakeholders and gatekeepers to participate in collaborative efforts.
- I am able to recognize and help leverage community assets.
- I am able to learn from other collaborators as well as help build their capacity and skills.
- I can develop and implement collaborative strategies and planning processes, such as task forces and coalitions, to empower and involve a broad and diverse representation of community stakeholders.
- I am able to model cultural sensitivity and promote it in others.
- I am able to evaluate collaborative strategies and mechanisms using process and outcome measures.

### Marketing, Forecasting and Education

- I am able to identify and use media alliances to communicate public health needs, objectives, priorities and accomplishments, and/or to provide critical or crises-related information.
- I am able to use social marketing techniques to increase public awareness of a problem and promote solutions.
- I am able to identify and interpret emerging trends in public health.
- I am able to guide, analyze, and interpret information to others for action.

### Planning and Evaluation

- I am able to create and employ tools to assess organizational needs, assets and resources with respect to mission.
- I am able to facilitate and direct organizational strategic-planning efforts, including developing major policy options and broad strategies for implementation.
- I am able to serve as a resource for professional and community groups concerning evidence for the effectiveness of prevention and treatment interventions.
- I am able to interpret and present program evaluation data and use it to make necessary changes.
- I am able to periodically measure evaluation indicators against program goals.
- I am able to interpret scientific literature and apply it to program development and evaluation.

### Teams and Work Groups

- I am able to foster creation of a team spirit.
- I am able to create administrative policy and team structures oriented toward the public and continuous quality improvement.
- I can establish effective work group processes and relationships.
- I am able to encourage risk taking and balance critical tension to facilitate change.
- I am able to diagnose and intervene in marginally productive and/or demoralized team situations.
- I can use appropriate problem-solving, conflict resolution, and decision-making skills.
Teams and Work Groups - Continued

I am able to empower and motivate teams to use an outcomes-based approach to accomplish objectives.

I am able to model effective group process behavior (e.g., listening, dialoging, negotiating, rewarding, encouraging, motivating).

I am able to model effective team leadership traits (e.g., credible, enthusiastic, committed, honest, caring, trustworthy).

Personnel Management

I am able to use problem-centered coaching.

I am able to mentor/train others.

I am able to review, clarify and change team member roles and responsibilities at periodic intervals.

I can set clear goals and expectations.

I can delegate programmatic responsibilities to others.

I can create incentives and reward/celebrate accomplishments.

I can create and use systems, including structures and resources, for appropriate evaluation.

I am able to use negotiation skills to mediate disputes.

I can provide opportunities and resources for personal mastery and team learning.

I can seek constructive feedback and maintain confidentiality.

Other General Categories of Leadership and Management Skills

*based on the University of Missouri-Rollo’s Co-curricular transcript

Instructions:

Indicate your perceived need for personal / professional growth opportunities in the following general areas.

1 Low Need
2 Moderate Need
3 High Need

Planning and Organization
Oral and Written Communication
Problem Solving
Decision Making
Budgeting and Financial Management
Ethics and Tolerance
Personal / Professional Balance