

Leadership Assessment

The instructions for completing the assessment are simple:

1. Read each behavior statement within a competency and rate how descriptive it is of you (using the 1-4 rating scale provided)
2. Add up the rating points in each competency and divide by the number of behaviors for that competency for an average competency score (not every competency has the same number of behaviors listed, which is why we use an average score instead of a total score)
3. Make a judgement call as to whether each particular competency is really critical for your current position (yes or no). IREM's leadership competency model is based on the overall results from its Job Analysis survey that was completed by over 1,400 professionals. Each real estate management company, and real estate manager position is unique – so not all competencies may apply for your given situation. While you may want to become better at all the competencies, the first step is to focus on only those competencies critical for success in your current position
4. List the three highest average rated, and three lowest average rated competencies that you identified as critical for your current positions. The three highest rated competencies could be considered strengths that you might consider how to better utilize them to be a more effective leader. The three lowest rated competencies could be the areas requiring your most immediate attention for development
5. From the three lowest rated competencies, identify the specific behaviors that may be causing the most trouble for you. Changing these behaviors may serve as your goals in your individual leadership development plan (“your destination”)
6. Identify any additional competencies that are not listed, but may be critical to your current position. Again, there may be unique competencies required by your organization, or in your position, that are not covered under IREM's Leadership Competency Model

Scoring Example:

Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Diversity	Rating
1. Seeks to understand the internal culture of people and respect differences	2
2. Gives people the benefit of the doubt about their behaviors before being judgmental	1
3. Does not label people into categories or groups	3
Total	6
(Total score of 6 divided by 3 behaviors = 2)	Average = Total Score/3
Is this competency critical for success in your current position? Yes; No	Y

Leadership Assessment	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Building Relationships	Rating
1. Initiates and participates in casual conversation	
2. Compliments and affirms others	
3. Develops rapport with a variety of people	
4. Seeks opportunities for contact that builds relationships	
5. Modifies communication style to fit the personality and culture of others	
6. Addresses disagreements, conflicts, or upsets in ways that build relationships	
7. Builds relationships by sharing personal experiences and perspectives	
8. Creates opportunities and events that help people build relationships with each other	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Building Teams	Rating
1. Initiates and participates in casual conversation	
2. Compliments and affirms others	
3. Develops rapport with a variety of people	
4. Seeks opportunities for contact that builds relationships	
5. Modifies communication style to fit the personality and culture of others	
6. Addresses disagreements, conflicts, or upsets in ways that build relationships	
7. Builds relationships by sharing personal experiences and perspectives	
8. Creates opportunities and events that help people build relationships with each other	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Coaching & Developing Others	Rating
1. Provides accurate feedback on individual strengths and weaknesses	
2. Assists others in acquiring the skills needed for their job	
3. Looks for and creates situations that foster others' development	
4. Helps others set goals and create development plans	
5. Helps others identify resources for achieving their development goals	
6. Addresses disagreements, conflicts, or upsets in ways that build relationships	
7. Sets up systems to monitor others' growth and development	
8. Takes responsibility for creating a culture that fosters development	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Conflict Management	Rating
1. Invites others to express their points of view	
2. Expresses disagreements in a way that does not attack or disparage others	
3. Helps uncover underlying and unstated issues causing the conflict	
4. Brings disagreements into the open and addresses them	
5. Expands areas of agreement and narrows areas of disagreement	
6. Facilitates the development of creative solutions to conflict	
7. Acknowledges the truth in criticisms	
8. Knows when to compromise and when to take stands	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	

Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Critical Thinking & Problem Solving	Rating
1. Keeps the big picture in mind when creating solutions	
2. Identifies the central or root causes of a problem	
3. Uses logical, systematic approaches to break down and solve problems	
4. Creatively comes at problems in new and different ways that lead to innovative solutions	
5. Integrates information from multiple sources to create a solution	
6. Analyzes costs, benefits, risks, and chances for success of potential solutions	
7. Uses abstract concepts to solve problems	
8. Develops a conceptual framework to provide a new perspective	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Delegating Responsibly	
1. Breaks overall project into components and determines what can be delegated	
2. Clearly defines and communicates objectives and tasks	
3. Communicates context, purpose, and benefits to empower others to take greater responsibility	
4. Communicates expectations regarding outcomes or deliverables, timelines, and quality of work	
5. Delegates responsibly to others based on their ability and potential	
6. Expresses appreciation for taking on tasks	
7. Gives others the freedom to have control of their tasks and duties	
8. Provides others with opportunities that challenge them and develop their capabilities	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Effective Communication	Rating
1. Organizes and expresses ideas clearly orally and in writing	
2. Keeps manager and others informed of the status of projects and activities	
3. Ensures that regular communication occurs based on the needs of the project or the individual	
4. Clarifies the meaning and intent of others' communication when it is unclear	
5. Tailors communication to the level and experience of the audience	
6. Utilizes strong listening skills to formulate direct, responsive answers to questions	
7. Effectively communicates complex ideas using analogies, visuals, and other techniques	
8. Creatively identifies and utilizes effective communication channels and methods	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Motivating Others	Rating
1. Acknowledges achievements and contributions	
2. Helps others identify their wants and needs	
3. Promptly recognizes and tackles morale problems	
4. Helps others see the value they provide in their job	
5. Shares ownership and visibility	
6. Looks for and uses new, creative ways to motivate others	
7. Uses a variety of approaches to energize and inspire others	
8. Communicates a vision of excellence for others that motivates them to improve	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Negotiating	Rating
1. Wins concessions without damaging relationships	
2. Gains trust quickly of other parties to the negotiations	
3. Demonstrates appropriate timing	
Total	
Average = Total Score/3	
Is this competency critical for success in your current position? Yes; No	

Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Networking	Rating
1. Proactive in building professional network	
2. Seeks out opportunities to meet new people	
3. Excellent interpersonal relationship skills	
4. Comfortable in meeting new people and engaging in conversations	
5. Good listener and displays empathy	
6. Participates in social media platforms	
Total	
Average = Total Score/6	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Presentation Skills	Rating
1. Effectively anticipates and handles tough questions and objections	
2. Effectively utilizes graphics and prepares persuasive written presentations	
3. Establishes rapport with the audience and effectively manages group during presentation	
4. Is at ease and confident when presenting	
5. Is fully prepared, organized, and thorough; understands objectives of the presentation	
6. Organizes ideas and thoughts in a logical, organized, sequential and persuasive manner	
7. Presents ideas clearly and concisely	
8. Tailors communication to the audience through written, verbal, and visual media to ensure understanding by the audience	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Professional Ethics	Rating
1. Shares the reasons behind actions and decisions with others	
2. Day-to-day actions are aligned with purpose, principles, and values	
3. Encourages others to base their decisions and actions on the organization's purpose, principles, and values	
4. Uses purpose, principles, and values to explain to others the personal motivation behind decisions	
5. Acts in alignment with personal principles and values even when under pressure to do otherwise	
6. Helps diverse groups to identify common higher purposes, principles, and values	
7. Inspires others to live according to individual purpose, principles, and values	
Total	
Average = Total Score/7	
Is this competency critical for success in your current position? Yes; No	
Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Recruitment & Staffing	Rating
1. Decides on the best approach for recruiting and attracting prospective candidates	
2. Evaluates candidates based on the criteria that determine job performance	
3. Structures the interview process to assess candidates well	
4. Makes hiring decisions based on qualifications, fit, and competency as opposed to who is liked	
5. Links business strategy and projected financial performance to hiring forecasts and selection systems	
6. Establishes job requirements or competencies for individual jobs or job families based on legally defensible procedures	
7. Establishes selection systems that consistently result in superior performers being hired	
Total	
Average = Total Score/7	
Is this competency critical for success in your current position? Yes; No	

Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Self-Awareness	Rating
1. Understands and is able to articulate one's own style of working with other people	
2. Is able to articulate one's own values	
3. Identifies personal strengths and weaknesses	
4. Utilizes personal talents and strengths	
5. Is aware of one's actions and how they affect other people	
6. Takes responsibility for actions	
7. Seeks feedback	
8. Gains insight from mistakes	
Total	
Average = Total Score/8	
Is this competency critical for success in your current position? Yes; No	

Rating Scale: 4=Definitely Descriptive; 3=Descriptive; 2=Not Descriptive; 1=Definitely Not Descriptive	
Time Management	Rating
1. Allocates resources to meet objectives by specified target dates	
2. Values time and uses time effectively and efficiently	
3. Effectively balances changing priorities	
4. Establishes a process to complete routine and repetitive tasks on time	
5. Overcomes procrastination	
6. Balances delegating and retaining tasks and responsibilities	
7. Uses appropriate tools to create and manage timelines	
Total	
Average = Total Score/7	
Is this competency critical for success in your current position? Yes; No	

Highest and Lowest Rated Competencies

(Select only from competencies marked as critical for success in your current position)

Strengths: List your 3 highest average rated competencies and average behavior score	Avg. Rating
1.	
2.	
3.	

Opportunities: List your 3 lowest average rated competencies and average behavior score	Avg. Rating
1.	
2.	
3.	

Individual Behaviors Requiring the Most Attention

Behavior and Competency it Came From	Rating
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	

Additional Critical Leadership Competencies Not Covered by this Assessment

1.
2.
3.