



Organizational Leadership Assessment

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Educational Version

General Instructions

The purpose of this instrument is to allow schools to discover how their leadership practices and beliefs impact the different ways people function within the school. This instrument is designed to be taken by people at all levels of the organization including teachers/staff, managers and school leadership. As you respond to the different statements, please answer as to what you believe is generally true about your school or school unit. Please respond with your own personal feelings and beliefs and not those of others, or those that others would want you to have. Respond as to how things *are* ... not as they could be, or should be.

Feel free to use the full spectrum of answers (from Strongly Disagree to Strongly Agree). You will find that some of the statements will be easy to respond to while others may require more thought. If you are uncertain, you may want to answer with your first, intuitive response. Please be honest and candid. The response we seek is the one that most closely represents your feelings or beliefs about the statement that is being considered. There are three different sections to this instrument. Carefully read the brief instructions that are given prior to each section. Your involvement in this assessment is anonymous and confidential.

IMPORTANT please complete the following

School being assessed: _____

Name of your work unit: _____

Indicate **your present role/position** in the school. Please **circle one**.

- 1 = School Leadership (top level of leadership)
- 2 = Management (supervisor, manager)
- 3 = Teacher/Staff (member, worker)

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 1

In this section, please respond to each statement as you believe it applies to **the entire school** including teachers/staff, managers/supervisors and school leadership.

In general, people within this school

	1	2	3	4	5
1 Trust each other					
2 Are clear on the key goals of the school					
3 Are non-judgmental – they keep an open mind					
4 Respect each other					
5 Know where this school is headed in the future					
6 Maintain high ethical standards					
7 Work well together in teams					
8 Value differences in culture, race & ethnicity					
9 Are caring & compassionate towards each other					
10 Demonstrate high integrity & honesty					
11 Are trustworthy					
12 Relate well to each other					
13 Attempt to work with others more than working on their own					
14 Are held accountable for reaching work goals					
15 Are aware of the needs of others					
16 Allow for individuality of style and expression					
17 Are encouraged by supervisors to share in making <i>important</i> decisions					
18 Work to maintain positive working relationships					
19 Accept people as they are					
20 View conflict as an opportunity to learn & grow					
21 Know how to get along with people					

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 2

In this next section, please respond to each statement as you believe it applies to the **leadership** of the school including managers/supervisors and school leadership

Managers/Supervisors and the School Leadership in this School	1	2	3	4	5
22 Communicate a clear vision of the future of the school					
23 Are open to learning from those who are <i>below</i> them in the organization					
24 Allow teachers/staff to help determine where this school is headed					
25 Work in collaboration with teachers/staff, not separate from them					
26 Use persuasion to influence others instead of coercion or force					
27 Don't hesitate to provide the leadership that is needed					
28 Promote open communication and sharing of information					
29 Empower teachers/staff to make <i>important</i> decisions					
30 Provide the support and resources needed to help teachers/staff meet their professional goals					
31 Create an environment that encourages learning					
32 Are open to receiving criticism & challenge from others					
33 Say what they mean, and mean what they say					
34 Encourage each person to exercise leadership					
35 Admit personal limitations & mistakes					
36 Encourage people to take risks even if they may fail					
37 Practice the same behavior they expect from others					
38 Facilitate the building of community & team collaboration					
39 Do not demand special recognition for being leaders					
40 Lead by example by modeling appropriate behavior					
41 Seek to influence others from a positive relationship rather than from the authority of their position					
42 Provide opportunities for all teachers/staff to develop to their full potential					
43 Honestly evaluate themselves before seeking to evaluate others					
44 Use their power and authority to benefit the teachers/staff					
45 Take appropriate action when it is needed					

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Managers/Supervisors and the School Leadership in this School	1	2	3	4	5
46 Build people up through encouragement and affirmation					
47 Encourage teachers/staff to work <i>together</i> rather than competing against each other					
48 Are humble – they do not promote themselves					
49 Communicate clear plans & goals for the school					
50 Provide mentor relationships in order to help people grow professionally					
51 Are accountable & responsible to others					
52 Are receptive listeners					
53 Do not seek after special status or the “perks” of leadership					
54 Put the needs of the teachers/staff ahead of their own					

Section 3

In this next section, please respond to each statement, as you believe it is true about **you personally** and **your role** in the school.

In viewing my own role ...	1	2	3	4	5
55 I feel appreciated by my principal for what I contribute					
56 I am working at a high level of productivity					
57 I am listened to by those <i>above</i> me in the school					
58 I feel good about my contribution to the school					
59 I receive encouragement and affirmation from those <i>above</i> me in the school					
60 My job is important to the success of this school					
61 I trust the leadership of this school					
62 I enjoy working in this school					
63 I am respected by those <i>above</i> me in the school					
64 I am able to be creative in my job					
65 In this school, a person’s <i>work</i> is valued more than their <i>title</i>					
66 I am able to use my best gifts and abilities in my job					

