Name: _____________________________________________________________

1. Enter your scores for the Conceptualizing Leadership Questionnaire (Chapter 1, Northouse)
   a. Trait emphasis: __________
   b. Ability emphasis: __________
   c. Skill emphasis: __________
   d. Behavior emphasis: __________
   e. Relationship emphasis: __________
   f. Process emphasis: __________

2. What do these scores suggest about your beliefs on leadership? Of the six dimensions above, which two dimensions are the most similar to your own beliefs? Which two are least like your own beliefs? Discuss below.
Professional Development 2

Name: __________________________________________________________

1: Enter your scores for the Leadership Styles Questionnaire (Exercise 3.1, Northouse) and identify the interpretation that matches each score (see p. 64).

   Authoritarian leadership: _______ (very high/high/moderate/low/very low)
   Democratic leadership: _______ (very high/high/moderate/low/very low)
   Laissez-Faire leadership: _______ (very high/high/moderate/low/very low)

2: Enter your scores for the Task and Relationship Questionnaire (Exercise 4.1, Northouse) and identify the interpretation that matches each score (see p. 80).

   Task score: _______ (high/high moderate/low moderate/low)
   Relationship score: _______ (high/high moderate/low moderate/low)

3: Enter your scores for the Leadership Skills Questionnaire (Exercise 5.1, Northouse) and identify the interpretation that matches each score (see p. 104).

   Administrative skill: _______ (very high/high/moderate/low/very low)
   Interpersonal skill: _______ (very high/high/moderate/low/very low)
   Conceptual skill: _______ (very high/high/moderate/low/very low)

4: Which of the above leadership self-assessment scores would you most like to change and why? What would you need to do to make that change?

EXTRA CREDIT: If you completed Northouse Exercise 2.1 for up to 5 extra credit points toward your Professional Development grade, please turn in the assignment with this form.
Professional Development 3

Name: ____________________________________________________________

1. From Northouse Exercise 6.1, enter your visioning ability skill score/interpretation:

   Visioning ability: ______ (very high/high/moderate/low)

2. Think about a group or organization to which you belong (or belonged in the past). Write a brief statement describing the vision you would utilize if you were the leader of this group/organization:

3. From Northouse, Exercise 7.1, enter your scores and interpretations below:

   Providing structure: ______ (high/high moderate/low moderate/low)
   Clarifying norms: ______ (high/high moderate/low moderate/low)
   Building cohesiveness: ______ (high/high moderate/low moderate/low)
   Promoting excellence: ______ (high/high moderate/low moderate/low)

4. Imagine you’ve been chosen to lead today’s group activity. Identify one specific action you could take to help set a positive tone for the group.
Name: ________________________________________________________________

1. Enter your scores from Nahavandi Self-Assessment 6-1 (Authentic Leadership):
   a. Balanced perception: ______
   b. Value-based behavior: ______
   c. Relational transparency: ______
   d. Total (Authentic leadership): ______

2. Enter your scores from Nahavandi Self-Assessment 6-2 (Positive Leadership):
   a. Optimism ______
   b. Positive deviance ______
   c. Focus on strengths ______
   d. Positive climate ______
   e. Positive relationships ______
   f. Positive communications ______
   g. Managing negativity ______

3. Consider Authentic Leadership and Positive Leadership in the context of public service to address the question: why do these approaches matter?
Name: ________________________________

As noted by Nahavandi, in Exercise 10-1 mentoring “is a personal professional relationship based on trust and common interests,” (p. 330). Consider your mentoring needs, potential mentors, and next steps below.

Considering your recent self-assessments, your workplace performance reviews, and/or informal feedback you have received from family, friends, and coworkers, what are three areas that you would like to develop further expertise and competence?

1. 
2. 
3. 

Keeping these developmental needs in mind, who do you know with expertise in these areas? Identify mentors for the three above needs whom you trust and feel comfortable with in a mentoring relationship.

1. 
2. 
3. 

Identify the next step you can take to begin or cultivate a mentoring relationship with each of these three individuals.

1. 
2. 
3.
Adapted from Northouse Core Values Questionnaire 11.1

Review the values listed below. Use the blank lines at the bottom to add any values that are important to you that are not listed.

<table>
<thead>
<tr>
<th>Peace</th>
<th>Authenticity</th>
<th>Love</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealth</td>
<td>Power</td>
<td>Recognition</td>
</tr>
<tr>
<td>Happiness</td>
<td>Influence</td>
<td>Family</td>
</tr>
<tr>
<td>Success</td>
<td>Justice</td>
<td>Truth</td>
</tr>
<tr>
<td>Friendship</td>
<td>Integrity</td>
<td>Wisdom</td>
</tr>
<tr>
<td>Fame</td>
<td>Joy</td>
<td>Status</td>
</tr>
</tbody>
</table>

1. **Put a star** next to all the values that are important to you, including any you might have added.

2. From this list, identify your **top three core values**:
   1. __________________________
   2. __________________________
   3. __________________________

3. **Describe the narrowing process** you used to identify your top three core values: how did you decide which values were more/less important to you?

4. Think about **individuals you know who embody your top three core values**. How have these individuals demonstrated these values?
   1. 
   2. 
   3. 
Northouse Exercise 9.1 (pg. 203-5) is intended to help you identify your conflict style and examine how it varies in different contexts or relationships. This assessment is expected to help you discover which conflict style you rely most heavily upon and which style you use least. Enter your scores and the accompanying interpretation (p. 205) below.

Avoidance Totals: ____A____B  Very Strong/Strong/Average/Weak/Very Weak

Competition Totals: ____A____B  Very Strong/Strong/Average/Weak/Very Weak

Compromise Totals: ____A____B  Very Strong/Strong/Average/Weak/Very Weak

Accommodation Totals: ____A____B  Very Strong/Strong/Average/Weak/Very Weak

Collaboration Totals: ____A____B  Very Strong/Strong/Average/Weak/Very Weak

Based on this assessment, how would you summarize your conflict style? How will you use this information for your continued leadership development?
Northouse Exercise 8.1 (pg. 167-8) is intended to help you identify your attitudes toward out-group members and to explore how you, as a leader, respond to members of the out-group.

1. Using your completed Exercise 8.1, calculate your score following the instructions on page 168. Enter your score below:

   Out-group score: ________

2. The interpretation of this score is: very high/high/average/low/very low, which means:

3. Identify three specific actions you could take as a leader that would help engage out-group members:

   1.

   2.

   3.
Professional Development 9

Name: _________________________________

1. Using Nahavandi Self-Assessment 7-1, enter your strategic leadership scores below:

   Challenge-seeking score  _______

   Need-for-control score  _______

2. Chart your scores on the grid below (per Nahavandi's instructions):

3. What does this assessment mean to you as an emerging public service leader?
Use Northouse Exercise 10.1 to answer the following questions related to path-goal styles of leadership.

Enter your scores for the following leadership styles and circle the interpretation:

Directive leadership: _______ (high/moderate/low)
Supportive leadership: _______ (high/moderate/low)
Participative leadership: _______ (high/moderate/low)
Achievement-oriented leadership: _______ (high/moderate/low)

How do you plan to use your strengths as an emerging public service leader?

Which scores would you like to change and why?
BONUS Professional Development

Name: _________________________________________________________________

What is leadership?