

## Assess your Leadership Skills

*Conger-Kanungo Scale of Charismatic Leadership (Conger et al., 1997<sup>1</sup>)*

- 6 - Very characteristic for you
- 5 - Characteristic for you
- 4 - Slightly characteristic for you
- 3 - Slightly uncharacteristic for you
- 2 - Uncharacteristic for you
- 1 - Very uncharacteristic for you

	1	2	3	4	5	6
1. I provide inspiring strategic and organizational goals						
2. I am able to motivate by articulating effectively the importance of what organizational members are doing						
3. I consistently generate new ideas for the future of the organization						
4. I am an exciting public speaker						
5. I often bring up ideas about possibilities for the future						
6. I seize new opportunities in order to achieve goals						
7. I readily recognize new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives						
8. I readily recognize constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational goals						
9. I readily recognize constraints in the social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational goals						
10. I recognize the abilities and skills of other members of the organization						
11. I recognize the limitations of other members of the organization						
12. I influence others by developing mutual liking and respect						
13. I show sensitivity for the needs and feelings of other members of the organization						
14. I often express personal concern for the needs and feelings of other members of the organization						
15. I take high personal risks for the sake of the organization						
16. I often incur high personal costs for the good of the organization						
17. In pursuing organizational objectives, I engage in activities involving considerable self-sacrifice						
18. I engage in unconventional behavior in order to achieve organizational goals						
19. I use nontraditional means to achieve organizational goals						
20. I often exhibit very unique behavior that surprises other members of the organization						

<sup>1</sup> Conger, J. A., Kanungo, R. N., Menon, S. T., & Mathur, P. (1997). Measuring charisma: dimensionality and validity of the Conger-Kanungo scale of charismatic leadership. *Canadian Journal of Administrative Sciences*, 14(3), 290-301.

### *Strategic Vision and Articulation*

1. Provides inspiring strategic and organizational goals
2. Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing
3. Consistently generates new ideas for the future of the organization
4. Exciting public speaker
5. Has vision; often brings up ideas about possibilities for the future
6. Entrepreneurial; seizes new opportunities in order to achieve goals
7. Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives

### *Sensitivity to the Environment*

8. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational goals
9. Readily recognizes constraints in the social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational goals
10. Recognizes the abilities and skills of other members of the organization
11. Recognizes the limitations of other members of the organization

### *Sensitivity to Member Needs*

12. Influences others by developing mutual liking and respect
13. Shows sensitivity for the needs and feelings of other members of the organization
14. Often expresses personal concern for the needs and feelings of other members of the organization

### *Personal Risk*

15. Takes high personal risks for the sake of the organization
16. Often incurs high personal costs for the good of the organization
17. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice

### *Unconventional Behavior*

18. Engages in unconventional behavior in order to achieve organizational goals
19. Uses nontraditional means to achieve organizational goals
20. Often exhibits very unique behavior that surprises other members of the organization