

Adaptive Leadership Self-Assessment

FOR TEAMS

What is the Adaptive Leadership Self-Assessment for Teams and How Can It Help You?

While some challenges are well defined with known solutions, other challenges can be complex, persistent, or without tested solutions. Solving these challenges requires addressing different perspectives and engaging in new learning—adaptive leadership skills. Teams working in family planning organizations can use this tool to identify strengths and areas for growth in adaptive leadership skills.

Follow the steps below to complete the assessment.

- **Step 1: Decide whom to include in the assessment.** A group of people who work together regularly should complete the team assessment. This group may also decide whether to complete the entire assessment at once or assess one competency at a time, based on the team's needs.
- **Step 2: Identified team members should complete the assessment** according to their experience with—and perception of—teamwork when faced with a complex challenge and/or uncertainty. The assessment takes approximately 20 minutes to complete. Responses should be kept confidential, so that respondents can feel comfortable being candid in their responses. This assessment is not a performance appraisal, but is intended to identify team strengths and areas for needed skills and abilities.
- **Step 3: One designated person should compile the responses** using the Team Adaptive Leadership Assessment Summary Results Excel file. Although anonymity may not be possible, this designated person should ensure the confidentiality of team members' responses when tabulating results.
- **Step 4: Discuss results and next steps.** The team should discuss the compiled results to identify the team strengths and areas for growth and then access resources in the Team Adaptive Leadership Assessment Summary Results Excel file that may support adaptive leadership skills.

Name of the Organization: _____

Name of the Team that you are assessing (e.g., QI team, clinical team): _____

When you're filling out the sections below, think about how your team **WORKS TOGETHER** when faced with **complex challenges and/or uncertainty**. In the following questions, please rate the adaptive leadership skills of your team. Please circle the number to express how much you Agree or Disagree with the following statements, where **1 = Strongly Disagree; 2 = Somewhat Disagree; 3 = Neutral; 4 = Somewhat Agree; 5 = Strongly Agree**

COMMUNICATION: Ability to convey information effectively, actively listen, and question in order to achieve complete understanding

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team creates a trusting environment to discuss sensitive issues.	1	2	3	4	5
2. If we sense there is a significant, unspoken issue ("elephant in the room"), my team brings attention to it.	1	2	3	4	5
3. My team becomes curious and inquires about all points of view to achieve complete understanding.	1	2	3	4	5
4. My team actively listens to each other's points of view.	1	2	3	4	5

CONFLICT MANAGEMENT: Ability to resolve or manage a dispute by sharing each side's needs and addressing their interests adequately

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. Before we meet, my team creates explicit ground rules and norms that encourage participation and engagement, while allowing for vigorous dissent.	1	2	3	4	5
2. My team seeks to address concerns, needs, and interests, rather than focusing on stated positions.	1	2	3	4	5
3. My team, when appropriate, can agree to disagree and move forward.	1	2	3	4	5
4. My team surfaces conflict and disagreement, even when it is disruptive.	1	2	3	4	5
5. When there is conflict in my team, we know when to ask for help in moving forward.	1	2	3	4	5

CREATING A SHARED VISION: Ability to be forward looking—envisioning possibilities and enlisting others in a shared view of the future

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team incorporates relevant stakeholders' input when developing our team's priorities/ vision.	1	2	3	4	5
2. My team builds alignment of visions across different levels and workgroups.	1	2	3	4	5
3. My team has a shared sense of future direction that helps us take coordinated actions to meet goals.	1	2	3	4	5

CULTURAL COMPETENCY: Ability to be respectful and responsive to the health beliefs and practices, as well as the cultural and linguistic needs of diverse population groups (e.g., staff, clients, partners)

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team is accepting of all cultural differences.	1	2	3	4	5
2. My team works to respond to the needs of diverse populations (e.g., staff, clients, partners).	1	2	3	4	5
3. My team shows appreciation and concern for people of culturally diverse groups.	1	2	3	4	5
4. We understand our team culture and its impact on others.	1	2	3	4	5
5. My team respects and protects the dignity of the individual.	1	2	3	4	5

EFFECTIVE TEAMS: Ability to bring people with different skills and expertise together and to support the team in performing synergistically to meet a common goal

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team uses a variety of ways to facilitate task accomplishment.	1	2	3	4	5
2. My team uses a variety of ways to help build cohesion among team members.	1	2	3	4	5
3. My team can identify and utilize each team member's core skills or unique strengths.	1	2	3	4	5
4. When an important team member is absent, my team quickly rearranges team members' roles to accommodate this absence, when appropriate and necessary.	1	2	3	4	5

ENGAGEMENT: Ability to engage staff in ways that they feel passionate about their jobs, are committed to the organization, and put discretionary effort (effort beyond the minimum required) into their work					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team creates positive energy by being optimistic and complimentary of one another.	1	2	3	4	5
2. My team encourages participation.	1	2	3	4	5
3. My team supports a trusting environment for all members.	1	2	3	4	5
4. My team creates a sense of purpose for all members.	1	2	3	4	5
5. My team encourages commitment to the success of the team rather than personal success alone.	1	2	3	4	5
6. My team feels a sense of ownership in its work.	1	2	3	4	5
NEGOTIATION: Ability to find a solution that meets the interests of involved parties to produce an agreement					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. When negotiating, my team members focus on concerns, needs, and interests that underlie behaviors rather than focusing on stated positions.	1	2	3	4	5
2. We are able to mediate among different team members.	1	2	3	4	5
3. We reach agreements that are mutually beneficial for team members.	1	2	3	4	5
PERFORMANCE PLANNING: Ability to provide a clear, structured process towards attaining a specified level of performance of the team					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team looks for innovations to improve the way we work.	1	2	3	4	5
2. We undergo training on a regular basis at or outside of work to keep our skills up-to-date and respond to evolving needs.	1	2	3	4	5
3. We look for opportunities that enable us to improve our team performance.	1	2	3	4	5
4. My team creates systems to measure gaps between current and expected performance (e.g., individual or team).	1	2	3	4	5

PROBLEM SOLVING: Ability to work with colleagues to define and determine the cause of a problem: identify, prioritize, and implement a solution					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team states clearly and explicitly the problem that we are working on.	1	2	3	4	5
2. My team gathers as much information as we can about what the problem is and its underlying causes before trying to solve it.	1	2	3	4	5
3. My team uses different methods for understanding a complex problem.	1	2	3	4	5
4. My team has techniques to develop creative and innovative solutions to complex problems.	1	2	3	4	5
5. My team generates several potential solutions to a complex problem, instead of only identifying one obvious solution.	1	2	3	4	5
RELATIONSHIP BUILDING AND MANAGEMENT: Ability to identify and initiate working relationships, as well as to develop and maintain them in a way that is of mutual benefit					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team has good working relationships with other colleagues across levels in the workplace.	1	2	3	4	5
2. By working as a group, my team achieves more than any one of us could accomplish alone.	1	2	3	4	5
3. When working with other people on my team, our work relationships are mutually beneficial.	1	2	3	4	5
TALENT MANAGEMENT: Ability to systematically identify, engage, and retain staff and develop their talent through teaching, coaching, and mentoring					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. My team is committed to the development of each team member's skills.	1	2	3	4	5
2. My team reinforces its sense of self-worth and self-esteem through clear communication with each other.	1	2	3	4	5
3. My team understands when it is appropriate to offer advice and direction to others and when it is not.	1	2	3	4	5
4. Mentorship is available to each team member for day-to-day work and/or career.	1	2	3	4	5
5. My team supports advancing each team member's career.	1	2	3	4	5