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SERVANT LEADERSHIP FOR NON-PROFIT MANAGERS

SELF-EVALUATION

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SERVANT LEADERSHIP SELF-EVALUATION

Instructions: The following survey items refer to your leadership style, as you perceive it. Please judge how frequently each statement fits your leadership style using the following scale:

STRONGLY
DISAGREE
1

SOMEWHAT
DISAGREE
2

UNDECIDED
3

SOMEWHAT
AGREE
4

STRONGLY
AGREE
5

- | | | | | | |
|--------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. Others would seek my help if they had a personal problem. | 1 | 2 | 3 | 4 | 5 |
| 2. I emphasizes the importance of giving back to the community. | 1 | 2 | 3 | 4 | 5 |
| 3. I can tell if something work related is going wrong. | 1 | 2 | 3 | 4 | 5 |
| 4. I give others the responsibility to make important decisions about their job. | 1 | 2 | 3 | 4 | 5 |
| 5. I makes others' career development a priority. | 1 | 2 | 3 | 4 | 5 |
| 6. I care more about others' success than my own. | 1 | 2 | 3 | 4 | 5 |
| 7. I hold high ethical standards. | 1 | 2 | 3 | 4 | 5 |
| 8. I care about others' personal well-being. | 1 | 2 | 3 | 4 | 5 |
| 9. I am always interested in helping people in the community. | 1 | 2 | 3 | 4 | 5 |
| 10. I am able to think through complex problems. | 1 | 2 | 3 | 4 | 5 |
| 11. I encourage others to handle important work decisions on their own. | 1 | 2 | 3 | 4 | 5 |
| 12. I am interested in making sure others reach their career goals. | 1 | 2 | 3 | 4 | 5 |
| 13. I put others' best interests above my own. | 1 | 2 | 3 | 4 | 5 |
| 14. I am always honest. | 1 | 2 | 3 | 4 | 5 |
| 15. I take time to talk to others on a personal level. | 1 | 2 | 3 | 4 | 5 |
| 16. I involved in community activities. | 1 | 2 | 3 | 4 | 5 |
| 17. I have a thorough understanding of my organization and its goals. | 1 | 2 | 3 | 4 | 5 |
| 18. I give others the freedom to handle difficult situations in the way they feel is best. | 1 | 2 | 3 | 4 | 5 |
| 19. I provide others with work experiences that enable them to develop new skills. | 1 | 2 | 3 | 4 | 5 |
| 20. I sacrifice my own interests to meet others' needs. | 1 | 2 | 3 | 4 | 5 |
| 21. I would not compromise ethical principles in order to meet success. | 1 | 2 | 3 | 4 | 5 |
| 22. I can recognize when others are feeling down without asking them. | 1 | 2 | 3 | 4 | 5 |
| 23. I encourage others to volunteer in the community. | 1 | 2 | 3 | 4 | 5 |
| 24. I can solve work problems with new or creative ideas. | 1 | 2 | 3 | 4 | 5 |
| 25. If others need to make important decisions at work, they do not need to consult me. | 1 | 2 | 3 | 4 | 5 |
| 26. I want to know about others' career goals. | 1 | 2 | 3 | 4 | 5 |
| 27. I do what I can to make others' jobs easier. | 1 | 2 | 3 | 4 | 5 |
| 28. I values honesty more than profits. | 1 | 2 | 3 | 4 | 5 |

For use of participants in this workshop only.

Adapted from The Servant Leadership Questionnaire (SLQ).

Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 19, 161-177.

SERVANT LEADERSHIP SELF-EVALUATION

SCORING GUIDE

Scoring

1. Add up the scores on 1, 8, 15, and 22. This is your score for emotional healing.
2. Add up the scores for 2, 9, 16, and 23. This is your score for creating value for the community.
3. Add up the scores for 3, 10, 17, and 24. This is your score for conceptual skills.
4. Add up the scores for 4, 11, 18, and 25. This is your score for empowering.
5. Add up the scores for 5, 12, 19, and 26. This is your score for helping subordinates grow and succeed.
6. Add up the scores for 6, 13, 20, and 27. This is your score for putting subordinates first.
7. Add up the scores for 7, 14, 21, and 28. This is your score for behaving ethically.

Scoring Interpretation

- *High range:* A score between 23 and 28 means you strongly exhibit this servant leadership behavior.
- *Moderate range:* A score between 14 and 22 means you tend to exhibit this behavior in an average way.
- *Low range:* A score between 8 and 13 means you exhibit this leadership below the average or expected degree.
- *Extremely low range:* A score between 0 and 7 means you are not inclined to exhibit this leadership behavior at all.

The scores you received on the Servant Leadership Self-Evaluation indicate the degree to which you exhibit these seven behaviors characteristic of a servant leader. You can use the results to assess areas in which you have strong servant leadership behaviors and areas in which you may strive to improve.

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Having worked in the arts, health, social service, and education sectors, Mikhael Bornstein has more than twenty years of experience as a nonprofit leader. Mikhael is an AFP Master Trainer and a frequent speaker at conferences across North America. He teaches at George Brown College and Ryerson University. Mikhael has a Master in Arts in Leadership Studies from Royal Roads University.

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