



# KEY PRINCIPLES SELF-EVALUATION

DEVELOPING EXTRAORDINARY LEADERS



# Introduction

The purpose of this self-evaluation is to measure your tendencies for using basic communication skills on the job. There are five basic communication skills known as Key Principles:

Maintain or enhance self-esteem.

Listen and respond with empathy.

Ask for help and encourage involvement.

Share thoughts, feelings, and rationale. (*to build trust*)

Provide support without removing responsibility. (*to build ownership*)

## How to Complete the Key Principles Self-Evaluation

This self-evaluation consists of four parts:

Part One: Rating

Part Two: Scoring

Part Three: Interpreting Your Scores

Part Four: Creating Your Key Principles Development Plan

Begin with Part One: Rating and complete all parts in order.

## Part One: Rating

Page 3 of this self-evaluation instrument contains a list of statements about your interpersonal skills. Using the following scale, rate each statement based on the degree to which it describes your actions or behaviors on the job. Fill in the numbered circle that represents your rating.

**Scale:** 1 - Strongly Disagree 2 - Disagree 3 - Undecided/Uncertain 4 - Agree 5 - Strongly Agree

It's important to read each statement carefully. You'll notice that some statements describe things you *do*, while other statements describe things you *don't do*. Following are examples of each type of statement:

Example 1: Actions you *do*.

*I make it a point to listen and respond with empathy.*

① ② ③ ④ ⑤

If you *agreed* that this statement reflects your actions or behavior on the job, you would fill in the "4" circle in the rating column. If you were *undecided* about whether you behave this way on the job, you would fill in the "3" circle.

Example 2: Actions you *don't do*.

*I often miss opportunities to encourage others' involvement.*

① ② ③ ④ ⑤

If you *strongly agreed* that this statement describes how you act or behave on the job, you would fill in the "5" circle in the rating column. If you *strongly disagreed*, which means this statement does not at all describe how you act or behave on the job, you would fill in the "1" circle.

After rating all statements, turn to Part Two: Scoring on page 4.

Respond to the following statements using the rating scale provided. Rate each item according to the degree to which it describes your actions and behaviors on the job. Use a pencil or ballpoint pen to fill in the circle that corresponds to your rating. When finished, turn to page 4 to score your responses.

**1 - Strongly Disagree   2 - Disagree   3 - Undecided/Uncertain   4 - Agree   5 - Strongly Agree**

1. Most of the time I am willing to disclose appropriate personal feelings to help build trust.	① ② ③ ④ ⑤
2. I make it a point to ask for help and encourage others' involvement.	① ② ③ ④ ⑤
3. I make it a point to let others know I "hear" and understand how they feel before moving on in a discussion.	① ② ③ ④ ⑤
4. I am uncomfortable letting others maintain control over tasks when the going gets tough or the stakes go up.	① ② ③ ④ ⑤
5. I am comfortable disclosing what I know about a situation or business rationale, as appropriate.	① ② ③ ④ ⑤
6. I make it a point to maintain and enhance others' self-esteem.	① ② ③ ④ ⑤
7. I am not very good at creating an environment in which others feel comfortable expressing their feelings, good or bad.	① ② ③ ④ ⑤
8. I am comfortable being open with my coworkers and sharing my thoughts on important issues.	① ② ③ ④ ⑤
9. I often miss opportunities to let others know the value they bring to the organization/team.	① ② ③ ④ ⑤
10. I make sure I get input from team or group members before making a decision.	① ② ③ ④ ⑤
11. I am comfortable showing others how to approach a task and then letting them do it on their own.	① ② ③ ④ ⑤
12. I often forget to express confidence in others' abilities.	① ② ③ ④ ⑤
13. I am comfortable incorporating others' suggestions as part of a plan instead of doing it all myself.	① ② ③ ④ ⑤
14. I provide others with support without removing their responsibility for action.	① ② ③ ④ ⑤
15. I am good at helping others overcome barriers and identify the resources they need.	① ② ③ ④ ⑤
16. I often forget to explain the benefits of a newly delegated responsibility or task.	① ② ③ ④ ⑤
17. I am comfortable asking for other people's ideas, opinions, or solutions.	① ② ③ ④ ⑤
18. I am inclined to confirm how others are feeling by verbally summarizing the emotions and information they express.	① ② ③ ④ ⑤
19. I usually make it a point to let people know that their accomplishments or ideas and suggestions are appreciated.	① ② ③ ④ ⑤
20. I am usually uncomfortable supporting an associate's idea if it isn't the same way I would approach a situation or problem.	① ② ③ ④ ⑤
21. I am good at developing an accurate understanding of others' feelings.	① ② ③ ④ ⑤
22. I am good at complimenting others when they do something well.	① ② ③ ④ ⑤
23. I am good at listening to others and responding with empathy.	① ② ③ ④ ⑤
24. I work with others to set up tracking procedures for monitoring the success or achievement of a project.	① ② ③ ④ ⑤
25. I am good at letting others know of any issues or concerns I have regarding a situation or issue.	① ② ③ ④ ⑤

## Part Two: Scoring

For each item, copy the number you filled in on page 3 to the corresponding box below. **Note: For items 4, 7, 9, 12, 16, and 20, transpose your ratings as follows: 1=5, 2=4, 3=3, 4=2, 5=1.** Add the numbers in each column of boxes and write the total on the line below the column. Turn to Part Three: Interpreting Your Scores on page 5 for tips on understanding your scores.

1.			<input type="checkbox"/>		
2.		<input type="checkbox"/>			
3.	<input type="checkbox"/>				
4.				<input type="checkbox"/>	Transpose your rating
5.			<input type="checkbox"/>		
6.	<input type="checkbox"/>				
7.	<input type="checkbox"/>				Transpose your rating
8.			<input type="checkbox"/>		
9.	<input type="checkbox"/>				Transpose your rating
10.		<input type="checkbox"/>			
11.				<input type="checkbox"/>	
12.	<input type="checkbox"/>				Transpose your rating
13.		<input type="checkbox"/>			
14.				<input type="checkbox"/>	
15.				<input type="checkbox"/>	
16.			<input type="checkbox"/>		Transpose your rating
17.		<input type="checkbox"/>			
18.		<input type="checkbox"/>			
19.	<input type="checkbox"/>				
20.		<input type="checkbox"/>			Transpose your rating
21.		<input type="checkbox"/>			
22.	<input type="checkbox"/>				
23.		<input type="checkbox"/>			
24.				<input type="checkbox"/>	
25.			<input type="checkbox"/>		
<b>Total</b>	<u>          </u> <b>Esteem</b>	<u>          </u> <b>Empathy</b>	<u>          </u> <b>Involvement</b>	<u>          </u> <b>Share</b>	<u>          </u> <b>Support</b>

### Part Three: Interpreting Your Scores

Begin by charting your scores in the blank graph below. Simply draw a line that corresponds to your overall score for each Key Principle and shade the area below the line. This graph will help you see the Key Principles in which *you rated* yourself high and those in which *you rated* yourself low. Here is an example:

Example leader's scores: Esteem-25 Empathy-23 Involvement-7 Share-18 Support-18

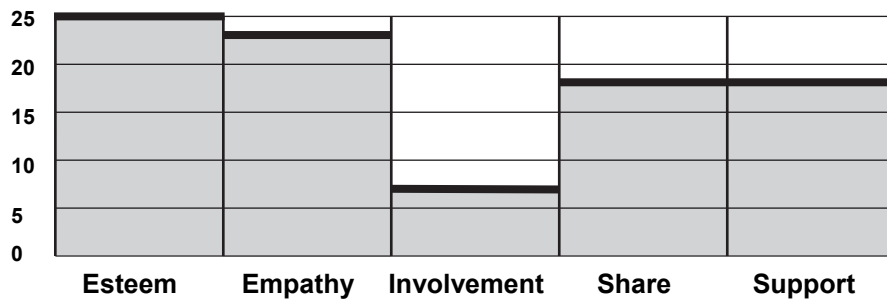
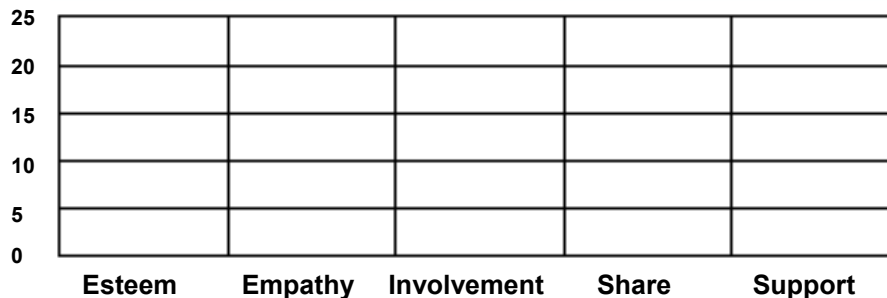


Chart your scores here:



We suggest that you focus your learning on the one or two Key Principles in which you rated yourself lowest. These Key Principles provide the greatest potential for improvement. Even if your lowest scores are not very low, they still offer opportunity for growth compared to how comfortable you are in using the other Key Principles. By focusing on just one or two, you'll be creating a development plan that is both reasonable and achievable.

Once you've identified your developmental Key Principles, turn to Part Four: Creating Your Key Principles Development Plan on page 6 and write them in the first column.

Most people like to know how their scores compare with the scores of others who have completed the self-evaluation. A cross-industry sampling of leaders completed this same assessment. Here is how those leaders rated themselves:

**15%** of the leaders rated themselves **5–16** (low range) for each Key Principle.

**70%** of the leaders rated themselves **17–20** (medium range) for each Key Principle.

**15%** of the leaders rated themselves **21–25** (high range) for each Key Principle.

## Part Four: Creating Your Key Principles Development Plan

In the second column below, describe a work (or personal) interaction in which you can practice the Key Principle(s) you identified as needing development. Then, using what you learned about Key Principles in this course, write in the third column what you would say to use the Key Principle(s). You might want to practice saying the words aloud or ask an associate to role-play with you.

After you actually have each interaction, answer the questions in the last column to evaluate your use of the Key Principles(s) and identify ways to make your next interaction even more successful.

<b>Key Principle(s)</b> <i>Esteem, Empathy, Involvement, Share, Support</i>	<b>Describe an interaction in which you can use this Key Principle within the next week.</b>	<b>What will you say to use this Key Principle?</b>	<b>What did you actually say to use the Key Principle? What worked well? What could you do better next time?</b>





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