

## Transformational Leadership Confidence and Importance Self-Assessment<sup>1</sup>

### DIRECTIONS

This self-assessment is about your confidence in your capabilities regarding five evidence-based, leadership practices and how important you think these practices are in your work as a early childhood teacher. Examining your beliefs about your confidence in organizing and carrying out leadership actions will provide you with essential information about your ability.

On the next five pages, you will respond to 30 sentences. Read each sentence carefully and respond to them honestly. Think about being a teacher, your coworkers, and the work you do with children and their families. For each sentence, provide two responses. First, rate your level of confidence concerning the leadership behavior, and then, rate how important you think that behavior is.

There are no right or wrong answers. If you feel that your ability lies in between two numbers, pick the lower of the two. Do not put a mark in between the two numbers; and do not circle both of them.

Below is an example. Please read it carefully before starting your own ratings.

|  | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|--|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|  | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>             |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 1. . . . set a personal example of what I expect of others | 1                           | 2                             | 3                           | ④                         | 5                           | 6                         |  | 1                    | ②                | 3                     |

In this example, the individual describes herself as “somewhat confident” in her ability to set a personal example of what she expects of others. The leadership competency of setting a personal example is “important” to her.

**Remember to provide two responses for each item.**

<sup>1</sup> The survey is an adaptation of Kouzes and Posner’s (2012) Leadership Practices Inventory.

| <b>Model the Way</b>  | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|---|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|   | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>  |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 1. . . . set a personal example of what I expect of others                                      | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 2. . . . ensure that the people I work with adhere to agreed upon quality values and standards. | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 3. . . . follow through on the promises and commitments that I make.                            | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 4. . . . ask for feedback on how my actions affect other people's performance.                  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 4. . . . build consensus around a common set of values for running a program.                   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 6. . . . describe clearly my philosophy of leadership.  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |

**Model the Way Scores**

Total all your responses on the Confidence scale. \_\_\_\_\_

Total all your responses on the Importance scale. \_\_\_\_\_

| <b>Inspire a Shared Vision</b>   | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|--|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|  | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>   |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 7. . . . talk about future trends that will influence how our work gets done.                        | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 8. . . . describe a compelling image of what our future could be like.                               | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 9. . . . appeal to others to share an exciting dream of the future.                                  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 10. . . . show others how their long-term interests can be realized by enlisting in a common vision. | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 11. . . . paint the “big picture” of what we aspire to accomplish.                                   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 12. . . . speak with genuine conviction about the higher meaning and purpose of our work.            | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |

**Inspire a Shared Vision Scores**

Total all your responses on the Confidence scale. \_\_\_\_\_

Total all your responses on the Importance scale. \_\_\_\_\_

| <b>Challenge the Process</b>  | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|---|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|   | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>  |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 13. . . . seek out challenging opportunities that test my own skills and abilities.                                   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 14. . . . challenge people to try out new or innovative ways to do their work.  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 15. . . . search outside the formal boundaries of my program for innovative ways to improve what we do.               | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 16. . . . ask “What can we learn?” when things do not go as expected.   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 17. . . . ensure that we set achievable goals, make concrete plans, and establish measurable milestones for our work. | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 18. . . . experiment and take risks, even when there is a chance of failure.  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |

**Challenge the Process Scores**

Total all your responses on the Confidence scale. \_\_\_\_\_

Total all your responses on the Importance scale. \_\_\_\_\_

| <b>Enable Others to Act</b>  | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|--|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|  | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>   |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 19. . . . develop collaborative relationships among people I work with.                            | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 20. . . . listen actively to diverse points of view.   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 21. . . . treat others with dignity and respect  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 22. . . . support the decisions that people make on their own                                      | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 23. . . . give people freedom and choice in deciding how to do their work.                         | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 24. . . . ensure that people grow in their roles by learning new skills and developing themselves. | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |

**Enable Others to Act Scores**

Total all your responses on the Confidence scale. \_\_\_\_\_

Total all your responses on the Importance scale. \_\_\_\_\_

| <b>Encourage the Heart</b>  | <b>Confident?</b>           |                               |                             |                           |                             |                           |  | <b>Important?</b>    |                  |                       |
|---|-----------------------------|-------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|--|----------------------|------------------|-----------------------|
|   | <b>Strongly Unconfident</b> | <b>Moderately Unconfident</b> | <b>Somewhat Unconfident</b> | <b>Somewhat Confident</b> | <b>Moderately Confident</b> | <b>Strongly Confident</b> |  | <b>Not Important</b> | <b>Important</b> | <b>Very Important</b> |
| <b>I am confident in my ability to . . . .</b>  |                             |                               |                             |                           |                             |                           |  |                      |                  |                       |
| 25. . . . praise people for a job well done.  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 26. . . . let people know about my confidence in their abilities.   | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 27. . . . make sure that people are creatively rewarded for their contributions to the success of our work. | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 28. . . . recognize publicly people who exemplify a commitment to shared values.                            | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 29. . . . find meaningful ways to celebrate accomplishments.  | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |
| 30. . . . give members of the team lots of appreciation and support for their contributions.                | 1                           | 2                             | 3                           | 4                         | 5                           | 6                         |  | 1                    | 2                | 3                     |

**Encourage the Heart Scores**

Total all your responses on the Confidence scale. \_\_\_\_\_

Total all your responses on the Importance scale. \_\_\_\_\_