

Leadership Competencies Self-Assessment Worksheet

This worksheet will help you assess your own leadership practice in line with a credible set of leadership competences. It is based on the leadership competencies defined within the CIPD Profession Map.

Working through this will help you better understand your leadership strengths and your development needs – some of which you can focus on with your coach.

These five leadership competencies capture the behaviours most associated with effective and impactful leadership. They can be used as a self-reflection tool, or as part of a coaching programme.

The Chartered Institute of Personnel and Development (CIPD) is the leading professional body for HR and people development in the UK. Its Profession Map, which is where these competencies come from, is widely respected and validated through extensive research with organisations, leaders, and HR professionals globally. It's often used as the basis for competencies developed specifically for organisations own development planning.

How to use

For each behaviour, tick the box under the number that best represents how often you demonstrate it. Add up your total for each competency and record it in the 'Total' row. Then calculate your overall total at the end.

Scoring system:

1 = Never | 2 = Rarely | 3 = Sometimes | 4 = Usually | 5 = Always

Inspirational Leadership – setting direction, inspiring confidence						
Behaviour	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always	Notes/Examples
I communicate a compelling vision of the future.	☐	☐	☐	☐	☐	
I link goals to a wider purpose that resonates with people.	☐	☐	☐	☐	☐	
I role model positivity and calm under pressure.	☐	☐	☐	☐	☐	
I create clarity in uncertainty	☐	☐	☐	☐	☐	

by setting priorities.						
I instill confidence by demonstrating consistency between words and actions.	☐	☐	☐	☐	☐	
Total out of max 25 for this competency						

Reflection: Which of these behaviours do I currently exhibit most consistently? Which do I not demonstrate enough? Which should I prioritise developing to meet the needs of my current role and organisation?

Situational Decision-Making – balancing evidence, ethics, and context						
Behaviour	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always	Notes/Examples
I adapt decisions to urgency, complexity, and context.	☐	☐	☐	☐	☐	
I consider both ethical and business implications before acting.	☐	☐	☐	☐	☐	
I use both quantitative (data, analytics) and qualitative (feedback, sentiment) evidence.	☐	☐	☐	☐	☐	
I involve the right stakeholders when	☐	☐	☐	☐	☐	

decisions will impact them.						
I evaluate outcomes and adjust decisions when new information emerges.	☐	☐	☐	☐	☐	
Total out of max 25 for this competency						

Developing People – coaching, mentoring, supporting growth						
Behaviour	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always	Notes/Examples
I provide timely, constructive, and developmental feedback.	☐	☐	☐	☐	☐	
I create opportunities for learning and stretch assignments.	☐	☐	☐	☐	☐	
I demonstrate belief in others' potential and encourage confidence.	☐	☐	☐	☐	☐	
I coach and mentor to develop both skills and mindset.	☐	☐	☐	☐	☐	

I adapt my development approach to the individual's needs and motivations.	☐	☐	☐	☐	☐	
Total out of max 25 for this competency						

Reflection: Which of these behaviours do I currently exhibit most consistently? Which do I not demonstrate enough? Which should I prioritise developing to meet the needs of my current role and organisation?

Courage & Influence – constructively challenging, influencing stakeholders						
Behaviour	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always	Notes/Examples
I speak up and challenge poor behaviour or ineffective practices.	☐	☐	☐	☐	☐	
I present challenges in a constructive, evidence-based way.	☐	☐	☐	☐	☐	
I influence by building trust and credibility, not relying only on authority.	☐	☐	☐	☐	☐	
I navigate organisational politics with integrity.	☐	☐	☐	☐	☐	
I build alliances and networks to strengthen	☐	☐	☐	☐	☐	

my ability to influence outcomes.						
Total out of max 25 for this competency						

Reflection: Which of these behaviours do I currently exhibit most consistently? Which do I not demonstrate enough? Which should I prioritise developing to meet the needs of my current role and organisation?

Overall Total

Overall Total out of possible total score of 125	
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Reflection and Focus Areas

Based on your scores and reflections above, identify the leadership behaviours that are most critical to your effectiveness right now. Consider both your organisational context, the needs of your internal and external stakeholders, and your team's current priorities.

Notes: