

Positive Leadership Assessment						Positive Leadership Assessment					
	Never	Seldom	Sometimes	Frequently	Always		Never	Seldom	Sometimes	Frequently	Always
As a leader, to what extent do you:						As a leader, to what extent do you:					
1. Foster information sharing so that people become aware of colleagues' difficulties and, therefore, can express compassion?						14. Consistently distribute notes or cards to your employees complimenting their performance?					
2. Encourage the public expression of compassion by sponsoring formal events to communicate emotional support?						15. Provide negative feedback in supportive ways—especially using descriptive rather than evaluative statements—so that the relationship is strengthened?					
3. Demonstrate forgiveness for mistakes and errors rather than punish perpetrators or hold grudges?						16. Focus on the detrimental <i>behavior</i> and its consequences, not on the person, when correcting people or providing negative feedback?					
4. Provide support and development as an indicator of forgiveness for individuals who have blundered?						17. Establish, recognize, reward, and maintain accountability for goals that contribute to human benefit, so that the effects on other people are obvious?					
5. Express gratitude to multiple employees each day?						18. Emphasize and reinforce the core values of the individuals who work in the organization, so that congruence between what the organization accomplishes and what people value is transparent?					
6. Make gratitude visits and gratitude notes a daily practice?						19. Tie the outcomes of the work to an extended time frame, so that long-term benefits are clear?					
7. Ensure that employees have an opportunity to provide emotional, intellectual, or physical support <i>to</i> others in addition to receiving support <i>from</i> others?						20. Ensure that contribution goals take precedence over acquisition goals for individuals in the organization?					
8. Model positive energy yourself, and also recognize and encourage other positive energizers in your organization?						21. Clarify for your direct reports the specific set of expectations and responsibilities associated with their roles, as well as the mission, values, and culture of the organization?					
9. Diagnose your organization's energy networks, so that you support and utilize individuals in energy hubs as well as to help develop peripheral members?						22. Meet at least monthly in one-on-one meetings with your direct reports?					
10. Provide more feedback to individuals on their strengths than on their weaknesses?						23. Consistently and continually emphasize continuous improvement and the development of strong interpersonal relationships among your direct reports?					
11. Spend more time with your strongest performers than with your weakest performers?						24. Have a formalized routine (such as PMIs) in which you can regularly demonstrate positive climate, positive relationships, positive communication, and positive meaning associated with the work?					
12. Provide a ratio of approximately five positive messages for every negative message to those with whom you interact?											
13. Provide opportunities for employees to receive best-self feedback and develop best-self portraits?											

SOURCE: Cameron, K. (2008). *Positive Leadership: Strategies for Extraordinary Performance*. Berrett-Koehler Publishers: San Francisco.