

## Collaborative Leadership Characteristics\*

Answer these questions from the perspective of people around you who see you in action.  
*What characteristics do they see in you as a leader?*

Each statement below finishes a sentence that begins, "People see me..."  
Circle your response on the following 1 – 5 scale:

- 1 = Very much unlike me
- 2 = Mostly unlike me
- 3 = Neutral
- 4 = Mostly like me
- 5 = Very much like me

### *People see me...*

- 1) As *passionate* about solving public problems or otherwise creating public value in my community and/or region. In other words, *results-oriented*, motivated by accomplishing important goals rooted in the *common good* or *public interest*. [ 1 2 3 4 5 ]
- 2) *Understanding* how *complex and interconnected public issues* are, as opposed to over-simplifying them or thinking about issues in isolation. [ 1 2 3 4 5 ]
- 3) As *driven* to achieve *collective goals* much more than a need for individual recognition. [ 1 2 3 4 5 ]
- 4) As *open-minded*; open to new ideas or new ways of understanding the issue at hand. [ 1 2 3 4 5 ]
- 5) As having a *measured ego*; not needing to receive credit in order to feel a sense of accomplishment. [ 1 2 3 4 5 ]
- 6) Genuinely *caring* about the people in my community and feeling a sense of responsibility to them. [ 1 2 3 4 5 ]
- 7) *Listening* carefully to those with different points-of-view, so that I might *understand other perspectives*. [ 1 2 3 4 5 ]
- 8) Looking for *win-win* solutions that meet shared interests, when working with others with diverse points-of-view. [ 1 2 3 4 5 ]
- 9) Not bothered when confronted with perspectives different than my own, but rather *viewing differences as an asset* to be leveraged or utilized. [ 1 2 3 4 5 ]

***People see me...***

- 10) Tending to use “pull” more than “push” when trying to influence others. [ 1 2 3 4 5 ]
- 11) As a person of exemplary *personal integrity*; consistently honest and trustworthy. [ 1 2 3 4 5 ]
- 12) *Looking outward* for insights and ideas in my search for solutions to complex problems; *I realize I don't have all the answers*. [ 1 2 3 4 5 ]
- 13) Asking “*who else has a stake* in this issue?” when looking for solutions to complex problems. [ 1 2 3 4 5 ]
- 14) As a *strategic thinker*, able to connect the work at hand to a larger vision or purpose. [ 1 2 3 4 5 ]
- 15) *Persevering*, not getting discouraged by setbacks or giving up when the going gets tough. [ 1 2 3 4 5 ]
- 16) As having a high degree of *emotional self-regulation* and impulse control. [ 1 2 3 4 5 ]
- 17) As *empathetic*; able to understand and share feelings of others. [ 1 2 3 4 5 ]

\*Self-assessment developed by Rick Morse, UNC School of Government (2017). Based on research by Russell M. Linden (2002; 2010); Jeffrey S. Luke (1998); and Rosemary O’Leary & Catherine Gerard (2012; 2013).