

Skills Inventory

Instructions: Read each item carefully and decide whether the item describes you as a person. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1 = Not true 2 = Seldom true 3 = Occasionally true 4 = Somewhat true 5 = Very true

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| 1. I enjoy getting into the details of how things work. | 1 | 2 | 3 | 4 | 5 |
| 2. As a rule, adapting ideas to people's needs is easy for me. | 1 | 2 | 3 | 4 | 5 |
| 3. I enjoy working with abstract ideas. | 1 | 2 | 3 | 4 | 5 |
| 4. Technical things fascinate me. | 1 | 2 | 3 | 4 | 5 |
| 5. Being able to understand others is the most important part of my work. | 1 | 2 | 3 | 4 | 5 |
| 6. Seeing the big picture comes easy for me. | 1 | 2 | 3 | 4 | 5 |
| 7. One of my skills is being good at making things work. | 1 | 2 | 3 | 4 | 5 |
| 8. My main concern is to have a supportive communication climate. | 1 | 2 | 3 | 4 | 5 |
| 9. I am intrigued by complex organizational problems. | 1 | 2 | 3 | 4 | 5 |
| 10. Following directions and filling out forms comes easily for me. | 1 | 2 | 3 | 4 | 5 |
| 11. Understanding the social fabric of the organization is important to me. | 1 | 2 | 3 | 4 | 5 |
| 12. I would enjoy working out strategies for my organization's growth. | 1 | 2 | 3 | 4 | 5 |
| 13. I am good at completing the things I've been assigned to do. | 1 | 2 | 3 | 4 | 5 |
| 14. Getting all parties to work together is a challenge I enjoy. | 1 | 2 | 3 | 4 | 5 |
| 15. Creating a mission statement is rewarding work. | 1 | 2 | 3 | 4 | 5 |
| 16. I understand how to do the basic things required of me. | 1 | 2 | 3 | 4 | 5 |
| 17. I am concerned with how my decisions affect the lives of others. | 1 | 2 | 3 | 4 | 5 |
| 18. Thinking about organizational values and philosophy appeals to me. | 1 | 2 | 3 | 4 | 5 |

Scoring

The skills inventory is designed to measure three broad types of leadership skills: technical, human, and conceptual. Score the questionnaire by doing

the following. First, sum the responses on items 1, 4, 7, 10, 13, and 16. This is your technical skill score. Second, sum the responses on items 2, 5, 8, 11, 14, and 17. This is your human skill score. Third, sum the responses on items 3, 6, 9, 12, 15, and 18. This is your conceptual skill score.

Total scores: Technical skill ____ Human skill ____ Conceptual skill ____

Scoring Interpretation

23–30 High Range

14–22 Moderate Range

6–13 Low Range

The scores you received on the skills inventory provide information about your leadership skills in three areas. By comparing the differences between your scores, you can determine where you have leadership strengths and where you have leadership weaknesses. Your scores also point toward the level of management for which you might be most suited.