

MUNICIPAL LEADERSHIP SELF-ASSESSMENT TOOL

BASED ON MARSHALL GOLDSMITH'S "WHAT
GOT YOU HERE WON'T GET YOU THERE"



INTRODUCTION

Welcome to the HaltingWinter Municipal Leadership Self-Assessment Tool. This assessment is designed to help you identify potential leadership behaviors that may be hindering your effectiveness as a city manager, department head, and/or leader in a municipal setting.

Instructions:

1. Rate yourself on each habit using the following scale: 1 - Rarely an issue 2 - Occasionally an issue 3 - Frequently an issue 4 - Almost always an issue
2. Be honest with yourself. This assessment is for your benefit.
3. After rating each habit, note specific examples or situations where this behavior manifests in your role.



1. Winning too much

The need to win at all costs, even when it doesn't matter.

Rating: []

Example in municipal context: Arguing minor points in council meetings or with department heads.

2. Adding too much value

The overwhelming desire to add our two cents to every discussion.

Rating: []

Example: Constantly modifying proposals from your team, potentially dampening their enthusiasm.



3. Passing judgment

The need to rate others and impose our standards on them.

Rating: []

Example: Quickly dismissing ideas from council members or citizens without full consideration.

4. Making destructive comments

The needless sarcasm and cutting remarks that we think make us sound sharp and witty.

Rating: []

Example: Making sarcastic comments about a department's performance in a public meeting.



5. Starting with "No," "But," or "However"

The overuse of these negative qualifiers which secretly say to everyone, "I'm right. You're wrong."

Rating: []

Example: Responding to new ideas from staff with "But we've always done it this way."

6. Telling the world how smart we are

The need to show people we're smarter than they think we are.

Rating: []

Example: Constantly reminding council or staff of your credentials or past successes.



7. Speaking when angry

Using emotional volatility as a management tool.

Rating: []

Example: Losing your temper in a tense budget meeting.

8. Negativity, or "Let me explain why that won't work"

The need to share our negative thoughts even when we weren't asked.

Rating: []

Example: Immediately pointing out flaws in proposed community initiatives.



9. Withholding information

The refusal to share information in order to maintain an advantage over others.

Rating: []

Example: Not fully briefing council members on all aspects of a situation.

10. Failing to give proper recognition

The inability to praise and reward.

Rating: []

Example: Not acknowledging a department's hard work in completing a major project.



11. Claiming credit that we don't deserve

The most annoying way to overestimate our contribution to any success.

Rating: []

Example: Taking full credit for a successful city initiative that was a team effort.

12. Making excuses

The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.

Rating: []

Example: Consistently blaming budget constraints for lack of progress on city projects.



13. Clinging to the past

The need to deflect blame away from ourselves and onto events and people from our past.

Rating: []

Example: Blaming previous administrations for current city problems without taking responsibility for solutions.

14. Playing favorites

Failing to see that we are treating someone unfairly.

Rating: []

Example: Consistently giving prime projects or resources to the same department head.



15. Refusing to express regret

The inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.

Rating: []

Example: Failing to apologize to the community for a mismanaged city project.

16. Not listening

The most passive-aggressive form of disrespect for colleagues.

Rating: []

Example: Checking emails during council meetings or citizen forums.



17. Failing to express gratitude

The most basic form of bad manners.

Rating: []

Example: Not thanking staff for working overtime during a city emergency.

18. Punishing the messenger

The misguided need to attack the innocent who are usually only trying to help us.

Rating: []

Example: Reacting negatively to staff who bring up potential problems in a project.



19. Passing the buck

The need to blame everyone but ourselves.

Rating: []

Example: Blaming the finance department for budget overruns without examining your own role.

20. An excessive need to be "me"

Exalting our faults as virtues simply because they're who we are.

Rating: []

Example: Justifying a brusque communication style as "just being



INTERPRETING YOUR RESULTS

For each habit rated 3 or 4, consider this a significant area for improvement. These are the behaviors most likely to be limiting your effectiveness as a municipal leader.

For habits rated 2, these are areas to watch. While they may not be critical issues now, they could become problematic if not addressed.

Habits rated 1 are likely not significant concerns, but continue to be mindful of them.

NEXT STEPS

1. Identify the 2-3 habits with the highest ratings.
These are your priority areas for improvement.
2. For each of these habits, review your notes and consider the impact on your team, council, and community.
3. Develop specific action plans to address these behaviors.
4. Consider sharing this assessment with a trusted colleague, mentor, or executive coach for their input.
5. Schedule a reassessment in 3-6 months to track your progress.

REMEMBER...

Acknowledging these habits is the first step to improving. Every leader has areas for growth, and your commitment to self-improvement will ultimately benefit your entire municipality.

For personalized guidance on your leadership development journey, consider scheduling a strategy call with HaltingWinter Municipal Solutions.

Start now: www.HaltingWinter.com