SLA Pre-Session Assignment:

Assignment # 1 – Journal Entry – Class Expectations:

For the purpose of this class, please be sure to secure a composition book (or spiral notebook) for recording journal entries. There will be journal entry assignments throughout both weeks of the course. For your first journal entry, please write a brief summary of what you expect to get out of this course.

Assignment # 2 - Leadership Competency Inventory:

On the next page, you will find "Leadership Competency Inventory" worksheet. The purpose of this inventory is to gather information about your training and development needs. This assignment should roughly take about 10-15 minutes to complete.

Assignment # 3 - Journal Entry: EBP

For this assignment, you are to interview your Supervisor or a member of your management team that had any role in implementing and/or sustaining Evidence Based Practice (EBP). You are to ask them following questions:

1. What went well in implementing EBP
2. What didn't go so well (or what would you have done differently)

Record their answers in you journal entry.

Leadership Competencies Inventory
Self-Assessment

Name: _____ Date _____

Instructions: Carefully review the following leadership competencies and rate the extent to which you believe you exhibit each of them.

Competency	Never	Rarely	Sometimes	Frequently
Building Trust – Interact with others in a way that gives them confidence in one's motives and representations and those of the organization. Is seen as direct and truthful; keeps confidences, promises and commitments.				
Coaching – Providing timely guidance and feedback to help others strengthen knowledge/skill areas needed to accomplish a task or solve a problem.				
Collaboration – Builds constructive working relationships with clients/customers, other work units, community organizations and others to meet mutual goals and objectives. Behaves professionally and supportively when working with individuals from a variety of ethnic, social and educational backgrounds.				
Communication – Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates good written, oral and listening skills.				
Conflict Management – Uses appropriate interpersonal styles and techniques to reduce tension and/or conflict between two or more people; able to size up situations quickly; able to identify common interests; facilitates resolution.				

Competency	Never	Rarely	Sometimes	Frequently
Continuous Learning and Professional Development – Is committed to developing professionally, attends professional conferences, focuses on best practices values cutting-edge practices and approaches; takes advantage of a variety of learning activities, introduces newly gained knowledge and skills on the job.				
Cultural Competence – Cultivates opportunities through diverse people; respects and relates well to people from varied backgrounds, understands diverse worldviews, and is sensitive to group differences; sees diversity as an opportunity, challenges bias and intolerance.				
Decision Making and Problem Solving – Breaks down problems into components and recognizes interrelationships; makes sound, will-informed, and objective decisions. Compares data, information, and input from a variety of sources to draw conclusions; takes action that is consistent with available facts, constraints, and probable consequences.				
Facilitating Change – Facilitates the implementation and acceptance of change within the workplace; encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities.				
Guiding and Developing Staff – Focuses on guiding others in accomplishing work objectives; rewards and recognizes others, both formally and informally, in ways that motivate them. Sets high performance expectations for team members; sets clear performance expectations and objectives; holds others accountable for achieving results. Successfully finds resources, training, tools, etc. to support staff needs. Works with staff to create developmental opportunities to expand knowledge and skill level; provides effective feedback and guidance for career development.				
Influence – Uses appropriate interpersonal skills and techniques to gain acceptance for ideas or solutions. Uses influencing strategies to gain genuine agreements; seeks to persuade rather than force solutions or impose decisions or regulations.				

Competency	Never	Rarely	Sometimes	Frequently
Managing Work – Shows ability to plan, schedule, direct work of self and others; balances task requirements and individual abilities; organizes materials to accomplish tasks; sets challenging yet achievable goals for self and others.				
Quality Orientation – Monitors and checks work to meet quality standards; demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy.				
Strategic Focus – Understands how an organization must change in light of internal and external trends and influences; keeps the big, long range picture in mind; builds a shared long-range organizational vision with others. Committed to course of action to achieve long-range goals and influences others to translate vision into action.				
Team Leadership – Communicates a vision and inspires motivation; engages with others (direct-reports and peers) in team process to solve problems; works to find a win/win resolution of differences; is aware of how management style impacts staff productivity and development; modifies leadership style to meet situational requirements; helps team say focused on major goals while managing within a context of multiple directives.				
Visionary Leadership – Keeps the organization's mission, vision, and values at the forefront of employee decision making and actions; ensures alignment of organization's strategic plan and agency practices with vision, mission and values.				

This tool is based on supervisory competencies developed by CPS Human Resource Services and the Orange County Probation Department (CA).