

## LEADERSHIP & TALENT

TOOLS

“PEOPLE WHO DEMONSTRATE STRONG POTENTIAL ARE MORE LIKELY TO FAST-TRACK THEIR LEADERSHIP CAREER AND BE SUCCESSFUL”

### GROWING LEADERSHIP POTENTIAL

Use this self-assessment to identify the strength of your leadership potential.

People who demonstrate strong potential are more likely to fast-track their leadership career and be successful. Others may progress their career more gradually, over time.

These capabilities are required in all public service leadership roles, and are linked to the *Leadership Success Profile*.

Together, these indicate the strength of someone's likelihood of excelling as a leader as they progress their career in new and challenging environments, if provided with the right development opportunities and experiences.

STATE SERVICES COMMISSION  
Te Komihana O Ngā Tari Kāwanatanga



### LEADERSHIP POTENTIAL INDICATORS

- **Achieving ambitious goals** – Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
- **Engaging others** – Connect with people; to build trust and become a leader that people want to work with and for.
- **Curious** – Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.
- **Honest and courageous** – Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.
- **Resilient** – Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
- **Self-aware and agile** – Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

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Self-assessment:  
Leadership potential

## SELF-ASSESSMENT

For each dimension, give a rating of “Develop”, “Sound”, or “Strong”.

### ACHIEVING AMBITIOUS GOALS

Rating

- Sets and achieves challenging goals
- Derives satisfaction from challenging and complex work
- Focuses on opportunities rather than constraints
- Has a proven track record of rising to new challenges
- Delivers on promises and takes ownership

### ENGAGING OTHERS

Rating

- Listens actively and allows others space to speak
- Connects quickly with others
- Demonstrates a visible interest in others and their wellbeing
- Reads interpersonal cues
- Seeks to understand others' perspectives

### CURIOUS

Rating

- Gets to the heart of issues, by thinking analytically and critically
- Can identify a range of alternative options and possibilities
- Looks beyond the obvious and the immediate
- Is open minded
- Asks questions and seeks to understand others' ideas, thoughts and perspectives

### RESILIENT

Rating

- Can bounce back if knocked down
- Takes feedback constructively
- Puts in place habits which keep a sense of personal balance and wellbeing
- Maintains a sense of optimism and perspective during tough times
- Able to remain calm and composed in challenging situations

“THESE CAPABILITIES ARE REQUIRED IN ALL PUBLIC SERVICE LEADERSHIP ROLES, AND ARE LINKED TO THE LEADERSHIP SUCCESS PROFILE”

### HONEST AND COURAGEOUS

Rating

- Exemplifies public service standards of integrity and conduct
- Can act decisively when required, even when information is conflicting or incomplete
- Can make hard and unpopular decisions, when necessary
- Takes calculated risks to innovate and improve
- Fronts up to challenging situations and people in an appropriate/timely manner

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### SELF AWARE & AGILE

Rating

- Encourages and accepts feedback on own performance
- Reflects on impact and actions, and learns from successes and mistakes
- Shows a commitment to development, and aware of personal strengths and development needs
- Can adapt approach to stay effective in different situations and with different people
- Quick to learn and adapt to new environments

### OVERALL – What is the strength of your leadership potential?

Overall

**Strong:** You are likely to be demonstrating strong indicators of potential that will help you to fast-track a leadership career.

**Sound:** You may be demonstrating sound leadership potential that will enable you to progress in the longer term, or at a more gradual pace. You could enhance your potential by addressing any areas for further growth.

**Develop:** You may benefit from further growing your leadership potential, if you aspire to be successful in a State sector leadership career.