



Authentic Leadership Diagnostic Questionnaire



THE PROMOTING
EXCELLENCE

SIX DIMENSIONS
MODEL OF

AUTHENTIC
LEADERSHIP

Date completed:

Name:

Workplace:

Role:

What is being Measured?

Existing models did not seem sufficient to capture the nuances of Authentic Leadership in an educational context, leaving variations in performance that could not adequately be attributed to differences in scores using those existing models and diagnostic instruments.

Accordingly Promoting Excellence consultants worked with a nationally-recognised leader in psychometric testing and human behaviour at work. Interviews were undertaken with Principals and Senior Leaders in General Further Education Colleges, and Sixth Form Colleges, as well as with Headteachers and Senior Leaders in 11-18 Academies and Primary Academies. Adjectival checklists were drawn up, and the interviews structured using a repertory grid technique to achieve an understanding of what senior educationalists mean when they are talking about 'Authentic Leadership'.

From this significant body of work, a six-point model was developed, and fed back through the senior leadership teams involved, to some strong acclaim.

The new model captures what it means for a leader to be authentic, in terms of both philosophy and behaviour (outlook and action), as well as accounting for variations in leadership performance deriving directly from authenticity.

The new model's six dimensions are:

1. Self-awareness –

Becoming and being aware of what you bring to the organisation and the team – how your story and experiences shape your perspective, your opinions, and your contribution.

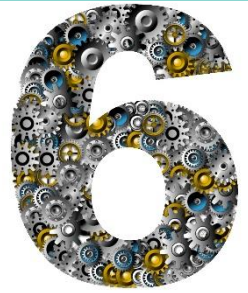
2. Critical reflection on goals and values –

Reflecting upon our own goals and values, as understood above, and comparing these with those of the organisation or company for whom we are leaders. Having an awareness of congruence, tension and conflict in those goals and values, considering how, and to what degree we have them or share them, having an ethical approach, understanding what it is you're meant to be doing as a leader, and especially at this time, in this organisation.

3. The quality of the links between your inner voice and outer expression -

The quality of truthful correspondence between inner feelings and outer expression. Having, and expressing, Honesty, Sincerity, Truthfulness, Directness, Tact, 'Emotional Intelligence'.

4. Pragmatic, passionate, purposeful, practicality – having real, tried, tested knowledge rather than a conceptual framework, or no experience at all (or insufficient experience to support your expressed confidence and views). Having technical understanding, a realistic appraisal of your people skills, and your leadership capability. Always communicating progress in a genuine, consistent manner, with passion for our purpose.



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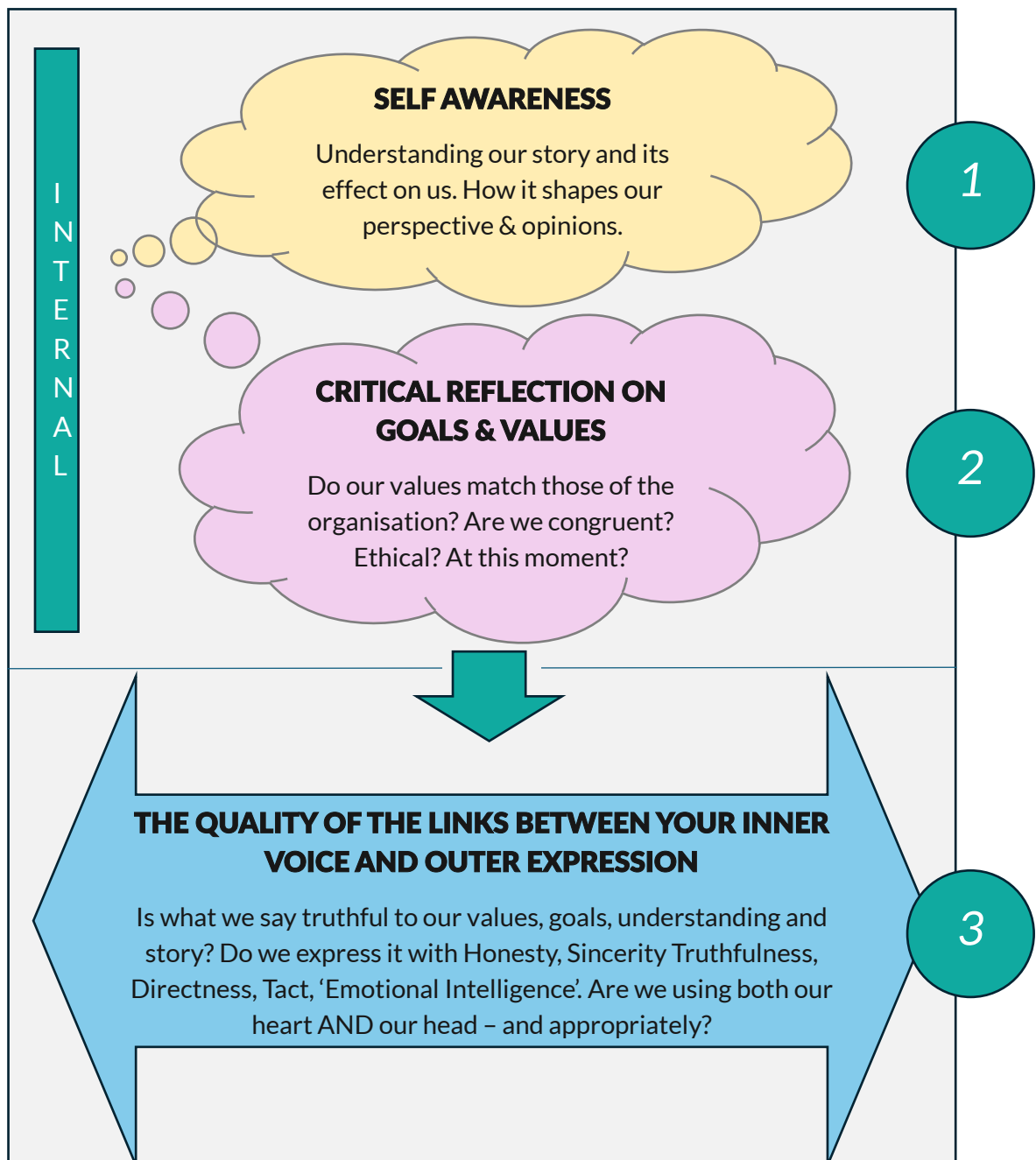
5. Humility –

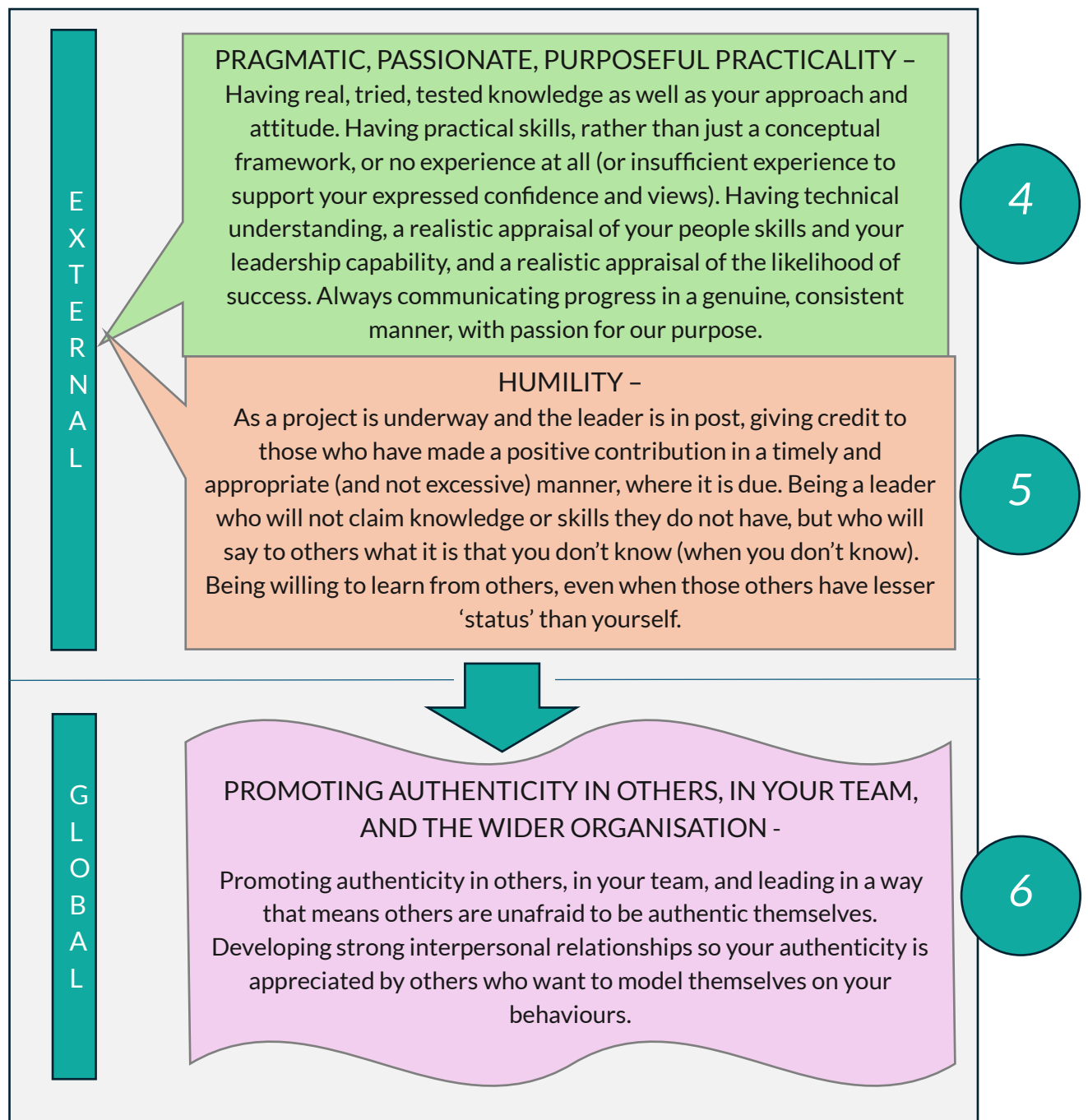
Giving credit to those who have made a positive contribution in a timely and appropriate (and not excessive) manner, where it is due, and saying to others what it is that you don't know (when you don't know), being willing to learn from others, even when those others have lesser 'status' than yourself.

6. Promoting authenticity in others, in your team, and the wider organisation -

Promoting authenticity in others, in your team, and leading in a way that means others are unafraid to be authentic themselves. Creating a culture where authenticity is valued and protected.

You can also show this conceptually as below (continues on the next page)





Read each statement on the following pages, and score your level of agreement: 1 = strongly disagree 5 = strongly agree

Read each statement on the following X pages, and score your level of agreement:

1 = strongly disagree 5 = strongly agree

	Answer as though you are in your current role, AT WORK:	Your Rating 1-5
1	I know what my contribution is to this team.	
2	I know where I 'fit' - what is expected of me as a leader.	
3	I am true to myself and my beliefs.	
4	I know what I am doing.	
5	I tell people when they have done a good job.	
6	I allow my team to be themselves.	
7	I use my experiences and unique story in the way I lead others.	
8	I am aware what can be changed around here and what cannot.	
9	I am always truthful about the likelihood of success.	
10	My technical job skills (or my people leadership skills) are sought out by others in this organisation.	
11	I am willing to learn from anyone who has a skill I don't possess, regardless of their status.	
12	I fully support my staff, developing their talents and skills rather than imposing my own.	

	Answer as though you are in your current role, AT WORK:	Your Rating 1-5
13	I'm not really sure how I fit in within my current team.	
14	It's a bit of a mystery to me, whether the organisation approves of my leadership style.	
15	I have to lead using leadership styles I wouldn't adopt if I didn't work here.	
16	I have to 'fake it' to 'make it'.	
17	People get complacent when their bosses tell them what a good job they have done.	
18	A leader needs to ensure their staff mirror them in how they behave.	
19	My life, my experiences and my history are irrelevant to the way I behave at work.	
20	This company doesn't want leaders who share my own ethical stance.	
21	I am optimistic sometimes to the point of 'wishful thinking'.	
22	My attitude and motivation are more important than my 'on-the job' knowledge or people skills.	
23	I project a stronger impression of competence than is really justified by my abilities.	
24	I don't like staff to be maverick or overly creative, in case it wastes time/resources or loses our focus.	

	Answer as though you are in your current role, AT WORK:	Your Rating 1-5
25	I am self-aware and I know my values and limitations.	
26	I feel able to be open, truthful, and direct with senior leaders in this organisation.	
27	I am truthful and sincere with my team, my colleagues and others.	
28	I am passionate in pursuit of the purpose of this organisation, my team, and myself.	
29	If I don't know something, I don't pretend that I do.	
30	I am pleased that my staff often go on to become successful leaders themselves. (If you are not long into leadership yourself, consider whether you WOULD be pleased IF they did).	
31	Good leaders can't articulate what it is about them that just works.	
32	I'm sometimes surprised that the organisation doesn't do things in the way I would like.	
33	Sometimes I'm a bit blunt or tactless.	
34	I don't always keep myself as up to date with new techniques as I think I ought to.	
35	I don't think there's a lot others can teach me now!	
36	There is one right way to do things in this organisation. I need to enforce the rules and the procedures.	

	Answer as though you are in your current role, AT WORK:	Your Rating 1-5
37	I understand my potential and actual biases deriving from my upbringing and history.	
38	I know where I fit in to the organisation and its mission.	
39	I am highly emotionally intelligent.	
40	I give my team regular, realistic assessments of how we are doing.	
41	I can easily point to my previous achievements and successes as precursors to the future.	
42	I can point to good ideas that have come from people who worked for me that I promoted with success.	
43	I'd rather just get on with my job than try and understand what drives me.	
44	Whatever initiative we have this year will just be reversed next year. It's pointless trying to keep up.	
45	I am a realist, but people often think I'm a pessimist.	
46	I can't always tell the truth as a leader.	
47	I often feel all at sea with the fine detail of the tasks I lead.	
48	My staff need to fit-in more than they need to be true to themselves.	

1. SELF-AWARENESS.

YOUR SCORE OUT OF 16:

(Your score was Q1+Q7-Q13-Q19+Q25-Q31+Q37-Q43)

Becoming and being aware of what you bring to the organisation and the team – how your story and experiences shape your perspective, your opinions, and your contribution.

A score of 14 or above is exceptional

A score of 12 or 13 is very strong

A Score of 10 or 11 is strong

A Score of 8 or 9 is average

A Score of 6 or 7 is low

A Score of 5 or under is very low

Using the definition above, what can you do to improve your awareness of your own story, the strengths, weaknesses, biases and openness in your experience to date, and how this might have shaped your opinions, your beliefs, your values and your contribution?

My notes:

2. CRITICAL REFLECTION ON GOALS AND VALUES.

YOUR SCORE OUT OF 16:

(Your score was Q2+Q8-Q14-Q20+Q26-Q32+Q38-Q44)

Reflecting upon our own goals and values, as understood above, and comparing these with those of the organisation or company for whom we are leaders. Having an awareness of congruence, tension and conflict in those goals and values, considering how, and to what degree we have them or share them, having an ethical approach, understanding what it is you're meant to be doing as a leader, and especially at this time, in this organisation.

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Using the definition above, what can you do to become aware of how well your values, goals, ethics and ways of doing things fit your organisation. What congruence, tension and conflict exist in those goals and values; how can your approach fit within that required whilst remaining ethical? Have you an understanding of what it is you're meant to be doing as a leader, and especially at this time, in this organisation?

My Notes:

3. THE QUALITY OF THE LINKS BETWEEN YOUR INNER VOICE AND OUTER EXPRESSION.

YOUR SCORE OUT OF 16:

(Your score was Q3+Q9-Q15-Q21+Q27-Q33+Q39-Q45)

The quality of truthful correspondence between inner feelings and outer expression. Having, and expressing, Honesty, Sincerity, Truthfulness, Directness, Tact, Emotional Intelligence'.

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A score of 12 or 13 is very strong

A Score of 10 or 11 is strong

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A Score of 6 or 7 is low

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Using the definition above, what can you do to become aware of how well you express your true self.

Are you Honest? Sincere? Truthful? Direct? Tactful?

Are you 'Emotionally Intelligent'?

My Notes:

4. PRAGMATIC, PASSIONATE, PURPOSEFUL, PRACTICALITY.

YOUR SCORE OUT OF 16:

(Your score was Q4+Q10-Q16-Q22+Q28-Q34+Q40-Q46)

Having real, tried, tested knowledge rather than a conceptual framework, or no experience at all (or insufficient experience to support your expressed confidence and views). Having technical understanding, a realistic appraisal of your people skills, and your leadership capability. Always communicating progress in a genuine, consistent manner, with passion for our purpose.

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Using the definition above, do you have technical knowledge and people skills to be an effective leader? Only by having these can you surely be 'Authentic'. If you don't have them, how can you gain the knowledge, the Skills, and the Application of those? Are there books, courses, secondments or a mentor-coach for you to access?

Are you 'Emotionally Intelligent'?

My Notes:

5. HUMILITY.

YOUR SCORE OUT OF 16:

(Your score was $Q5+Q11-Q17-Q23+Q29-Q35+Q41-Q47$)

Giving credit to those who have made a positive contribution in a timely and appropriate (and not excessive) manner, where it is due, and saying to others what it is that you don't know (when you don't know), being willing to learn from others, even when those others have lesser 'status' than yourself.

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Using the definition above, do you have humility? Do you take credit for others' work, or can you give them credit whilst accepting the plaudits for your own contribution and no more? Are you honest when you don't know something (even if you feel you should)? Do you learn from others, even those of rather lowly status? Are you sure? What have you learned that way?

My Notes:

6. PROMOTING AUTHENTICITY IN OTHERS, IN YOUR TEAM, AND THE WIDER ORGANISATION.

YOUR SCORE OUT OF 16:

(Your score was $Q6+Q12-Q18-Q24+Q30-Q36+Q42-Q48$)

Promoting authenticity in others, in your team, and leading in a way that means others are unafraid to be authentic themselves. Creating a culture where authenticity is valued and protected.

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Using the definition above, do you promote authenticity in your team? How? Do they contribute or conform? Do they always do as you say, or as they believe is best? Are they authentic, or on the journey to that? If they are on the journey, how are you helping them?

My Notes:



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