**CALC Community Planning**

**Four Capabilities Leadership Self-Assessment for Community Planning**

The Four Capabilities Leadership Assessment helps leaders develop themselves by comparing their current behaviors to the capabilities of effective leaders. Developed by Deborah Ancona and Michele Williams from MIT, the assessment draws directly from the four capabilities of the MIT Four Capabilities Leadership Model: sensemaking, relating, visioning, and inventing. This self-assessment is a shortened version of the full assessment instrument, and was adapted by Mary Schaefer and Patricia Pelletier for the ACLS community planning training initiative.

**Response Scale: 1 = Almost Never 2 = Not Often 3 = Sometimes 4 = Often 5 = Almost Always**

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| **SENSEMAKING means making sense of the world around us, coming to understand the context in which we are operating.**  |
|  | 1 | 2 | 3 | 4 | 5 |
| I use disparate sources of information (i.e., written reports, student surveys, assets and needs assessments, ACLS guidelines, etc.) to understand how the team/coalition is operating. |  |  |  |  |  |
| I seek out divergent views about important issues to spark new ways of thinking about team/coalition issues. |  |  |  |  |  |
| I consolidate bits and pieces of information into a coherent whole that captures what is most important. |  |  |  |  |  |
| I try new things to learn what will work and what will not. |  |  |  |  |  |
|  TOTALS – SENSEMAKING |  |  |  |  |  |
| **RELATING means developing key relationships within and across organizations.**  |
|  | 1 | 2 | 3 | 4 | 5 |
| I try to look at things from others’ perspectives. |  |  |  |  |  |
| I explain my perspective in ways that others will understand. |  |  |  |  |  |
| I persuade others to support our team/coalition’s initiatives. |  |  |  |  |  |
| I build effective relationships with other team/coalition members. |  |  |  |  |  |
| TOTALS – RELATING |  |  |  |  |  |
| **VISIONING means creating a compelling picture of the future.** |
|  | 1 | 2 | 3 | 4 | 5 |
| I create a compelling vision of new possibilities for the team/coalition. |  |  |  |  |  |
| I set high expectations for what the team/coalition can do. |  |  |  |  |  |
| I model behaviors consistent with our vision of the future. |  |  |  |  |  |
| I help others to develop the skills needed to meet new challenges. |  |  |  |  |  |
| TOTALS – VISIONING |  |  |  |  |  |
| **INVENTING means designing new ways of working together to realize the vision**.  |
|  | 1 | 2 | 3 | 4 | 5 |
| I encourage the expression of diverse opinions. |  |  |  |  |  |
| I think out-of-the-box for creative ways to reach key goals. |  |  |  |  |  |
| I bring a sense of order to the team/coalition. |  |  |  |  |  |
| I assist people with planning, scheduling, organizing and coordinating efforts. |  |  |  |  |  |
| TOTALS – INVENTING |  |  |  |  |  |

Additional uses discussed at the ACLS Community Planning Training: One may want to re-visit this self-assessment at different points in time to determine any changes in behavior from the initial self-assessment. One may also have coalition members or selected members complete this self-assessment. The results would help the leader to identify who has strengths in certain areas which would enable the leader to select these members for certain roles, committees and tasks of the coalition.