

Leadership Effectiveness

There is no one skill that will make you an effective leader. Effective leadership is composed of a number of different competencies, or puzzle pieces. If all the pieces of the puzzle are not in place the effectiveness of the leader will be limited.

This self-assessment helps you determine your strengths and development needs in eight core competencies that will help you become a more effective leader. It includes interpretative information and tips on how you can further develop your skills in each of the following key areas:

- Contextual thinking
- Creative assimilation
- People enablement
- Reciprocal communication
- Directional clarity
- Change orchestration
- Driving persistence
- Emotional intelligence

An action plan is included to help you plan what actions you will take to develop your leadership skills starting with your three lowest scoring categories.

Because the Leadership Effectiveness Profile is linked to a number of other Self Discovery assessments there is an opportunity to drill down even further and look more closely at the competencies that contribute to effective leadership.

Instructions

These competency categories represent the skills involved in effective leadership. Each is explained briefly in the paragraph under each respective heading. Every statement in each category can serve as an aspirational goal for those wishing to improve their skills in specific areas.

This questionnaire will be easy to complete. Read each statement, and select the choice that most accurately describes you. Please answer these questions as honestly as possible.

Emotional Intelligence

Emotional Intelligence looks at your ability to recognize, understand, and harness your own feelings and the feelings of others. It asks the question: "How intelligently aware are you of your own emotional reactions and those of others, and how effective are you at putting that information to good use?"

1. I believe that leadership is about serving others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

2. I am aware of the most important concerns of people I lead.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

3. I well understand my personal strengths and weaknesses.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

4. I will take a principled stand, even if it is unpopular.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

5. I draw on a strong set of values to guide day-to-day decisions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

6. I use criticism from others to improve myself and learn.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

7. I regularly take time for personal reflection.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

8. I notice how others are feeling.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

9. I learn from mistakes, treating errors as opportunities to learn, rather than things to regret.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

10. I am good at empathizing with people.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

11. If asked, people would say that I have an appropriate amount of humility.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

12. I like to build trust by being reliable and sincere.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Contextual Thinking

Contextual Thinking looks at the extent to which you put specific events, tasks, and actions into a wider perspective or pattern. It asks the question: "How effectively do you connect related and unrelated information in order to make sense out of what you experience?"

13. I like to see how something fits into the wider or bigger picture.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

14. Events or actions can be seen in a new light in a different context.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

15. I am strongly aware of trends, long before they have a direct impact or effect.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

16. I like to consult widely with people external to the organization.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

17. I keep track of what's going on in the world around me.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

18. I prefer to remain open and flexible in my views.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

19. I have a range of contacts with whom I exchange views about emerging trends.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

20. I scan the environment for anything that might pose a threat or risk.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

21. I am good at making connections between seemingly disparate ideas and information.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

22. I am intrigued by the way large systems or processes operate.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

23. When things are not clear, you have to look for clues in order to find the answers.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

24. I enjoy looking for patterns in what I perceive or experience.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Directional Clarity

Directional Clarity looks at your ability to identify a credible destination and determine and communicate how to get there in a straightforward and simple way. It asks the question: "How clearly, credibly, and unequivocally do you point the way for people to want to travel with you and stay on track?"

25. I believe that personal energy needs a clear direction in which to flow.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

26. I generate a clear personal vision of what the future could be like.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

27. I can explain a mission or purpose in the most basic or simple terms.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

28. I believe that every goal needs a measurement system.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

29. I have a clear set of targets and priorities.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

30. I have a strong strategic sense of where to go next.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

31. If I can't see the ultimate goal, I find a closer target or milestone to aim for.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

32. Having a well-painted picture of what the future could be is the most powerful motivator for me.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

33. I am comfortable being "out in front" of a group or team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

34. I can make an effective argument as to why we should go in a certain direction.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

35. I can summarize my key goals in one sentence.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

36. I believe that people need to know where they are going, why, and how to get there.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Creative Assimilation

Creative Assimilation looks at how well you creatively draw together disparate information to arrive at robust and clear decisions or courses of action. It asks the question: "How challenging and/or innovative is your approach to processing different or conflicting data in order to make sense of it and act upon it wisely?"

37. I analyze situations completely before making up my mind.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

38. People would say that I bring creative approaches to decision making.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

39. It is more important to find key information than to have all the data.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

40. Finding time to quietly reflect and synthesize information is critical.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

41. I regularly play "devil's advocate" when I evaluate courses of action.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

42. People would say that I am a lateral thinker.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

43. I am good at seeing connections between diverse ideas and concepts.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

44. I extrapolate from experience when facing new challenges.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

45. I put seemingly unrelated facts together to form new ideas.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

46. I highly value diversity of perspectives and opinions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

47. I see a conflict or a problem as an opportunity to find a new solution.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

48. I encourage people to make decisions based on facts.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Change Orchestration

Change Orchestration looks at how well you anticipate and plan for future change and then manage

yourself and others to handle it well. It asks the question: "How effectively do you manage personal and widespread change in order to actively steer the process to positive and beneficial ends?"

49. I look for opportunities to use "step-change" interventions and continuous improvements.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

50. I break projects down into manageable components.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

51. I try to manage risks.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

52. I prefer to prepare a justification-and-impact report for significant change projects.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

53. I plan well ahead so that there are few surprises.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

54. I believe that it is critical to discuss how every individual will benefit from a project.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

55. I think about potential adverse reactions, and plan how to deal with them.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

56. My own behavior is adaptable and flexible to changing needs.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

57. I make sure that effective contingency plans are designed and made available.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

58. I review and revise the assumptions that underlie any significant change plan.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

59. I tackle resistance to change quickly and fairly.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

60. I look for opportunities to recognize and celebrate successful change.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

People Enablement

People Enablement looks at the extent to which you trust, coach, and guide people in order to influence

and help them control their own destiny through their own efforts. It asks the question: "How well do you empower individuals and teams so that they believe that the consequences of their actions are their own?"

61. I encourage people to come up with their own conclusions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

62. I try to actively catch people doing something right and encourage them.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

63. I help and encourage people to take on tasks and goals that will challenge them.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

64. I create opportunities for people with leadership potential to take risks and test their competencies.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

65. I work with the people I lead to help them create individual development plans.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

66. I know the capabilities of every person I lead.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

67. I give people plenty of room to stretch themselves and learn different skills.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

68. I believe that networking and relationship-building are key to getting things done.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

69. I follow through on my promises and commitments.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

70. I am someone people feel they can rely on.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

71. I openly recognize other people's strengths and contributions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

72. I have an "open door" policy to provide any coaching or guidance needed.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Reciprocal Communication

Reciprocal Communication looks at the extent to which you communicate with economy and clarity and welcome feedback. It asks the question: "How well do you design and send your message and then

attentively listen to people's responses in order to adjust?"

73. I openly demonstrate that I provide and welcome feedback and consider it critical to effective leadership.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

74. I use multiple channels to get messages across to people.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

75. I communicate feelings as well as ideas.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

76. I like to grab people's attention and focus them on the important issues in a discussion.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

77. I am able to get complicated ideas across clearly.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

78. I communicate excitement about future possibilities.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

79. I am good at "reading" other people.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

80. I am appreciated for my direct and clear communication style.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

81. I make sure my deeds match my words.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

82. I listen enthusiastically and positively.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

83. I encourage people to speak their minds openly and to share their concerns.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

84. I spend a lot of time checking my understanding and that of others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

Drive and Persistence

Driving Persistence looks at the extent to which you tenaciously stay on track and maintain a persistent focus on your goals. It asks the question: "How relentlessly do I pursue my targets, even in the face of

challenge and/or adversity?"

85. I do not get discouraged, even when things get difficult.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

86. I have the courage of my convictions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

87. I am passionate about some causes.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

88. I think that little of substance is ever achieved without consistent enthusiasm.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

89. People would describe me as being results-oriented.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

90. I believe that people can move mountains if they try.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

91. I am an assertive person.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

92. I constantly work to improve myself.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

93. I don't give up easily, even when the going is hard.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

94. I challenge mediocrity whenever and wherever it is in evidence.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

95. It is okay to fail, as long as you have given your best.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A

96. People who know me well would say I am stubborn in a healthy way, and tenacious.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always ☐ N/A