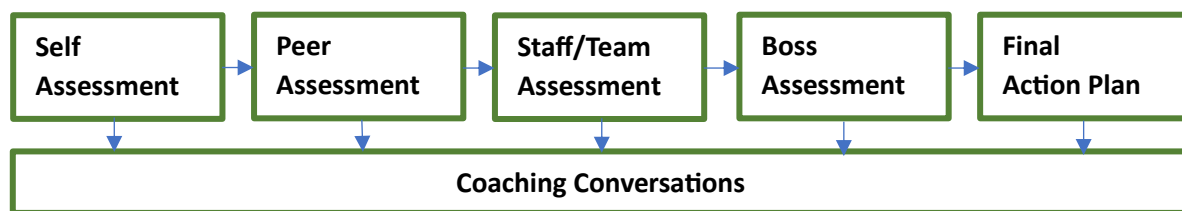


Leadership Assessment

Introduction:

One of the key Transitions & Transformations we can make in our career is from an Individual Contributor (IC) to people-leader. Many people assume that senior IC's have an easy jump into managing a team, but this is not the case. You might have been a thought-leader or natural internal leader as an IC, but learning to shift to managing a team of people requires a new set of skills that not everyone learns naturally, along the way of life.

People-leadership has many new skills, but it is impossible to focus on all of them and improve them all at once. In order to focus your time with your coach, let's begin Round 1 with a self-assessment of some of the key skills. In future rounds, you will move out into your current set of peers, your own leaders, and any direct reports (DR) to get a more complete picture and compare your self-assessment to the behaviors that they see in action.



Instructions:

Self-assessment

1. Review all the skills and their definitions to get the full understanding of scope.
2. Rate your strength in each of these skills, to the best of your knowledge. Score these skills with 1 – 5, where 5 represents mastery in that skill, and 1 is a novice in that skill.
3. Once you are done scoring these skills, add up the total and see which group you fall into.

Skills	My Score
Communications	
Presentation - the ability to present complex information to a large audience in a clear and concise manner to inform and/or influence mindset, understanding, and behavior. This skill is relevant with your own team, but more so with your peers and more senior leaders.	
Professional Communication (written and verbal) - Understanding and interpreting written communication. Listening actively and interpreting non-verbal cues. Clarifying next steps and summarizing conversations effectively. Using professional communication etiquette. This skill is relevant to communication one-on-one and in groups, and when managing your team, speaking with peers, or conversations with your boss.	

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Open Communication - A good leader keeps an open line of communication with team members, a free and easy exchange of ideas, open for creativity and diverse viewpoints. A good leader can (and does) succinctly explain organizational goals and tasks using different types of communication channels, such as one-on-one sessions, email, video, chat, phone calls and social media.	
Influence - The ability to influence decisions via data, presentation of risks and outcomes, empathy, emotional intelligence, and storytelling. The ability to control and drive the discussion to a successful resolution. Relevant at all levels.	
Feedback - Effective leaders never miss an opportunity to provide constructive feedback (“radical candor”) to team members, peers and other leaders regarding their performance. Without feedback, employees can't gauge where they stand and which areas they need to improve on. Similarly, great leaders are humble enough to receive constructive feedback, to dig deep to understand, and to take action to make improvements based on that feedback.	
Thinking & Analysis	
Big Picture Thinking (Systems Thinking) – Big Picture Thinking helps leaders reduce risk questioning the existing ways of working - the inputs, outputs, flows, providers, dependencies – all things that could be relevant to solving a complex issue either within your own team, or across related teams. Through Big Picture thinking, leaders can generate deeper insights, guard against unintended consequences and co-ordinate action more effectively. Various approaches exist which can help guide (but not dictate) analysis and decision-making to improve complex situations and develop more desirable futures.	
Reasoning & Critical Thinking – The ability to solve logic puzzles by deductive reasoning, interpreting sequences & arrangements, understanding cause & effect relationships, and recognizing assumptions. Critical thinking is the analysis of available facts, evidence, observations, and arguments to form a judgement by the application of rational, skeptical, and unbiased analyses and evaluation. The application of critical thinking includes self-directed, self-disciplined, self-monitored, and self-corrective habits of mind.	
Situational Decision Making– Great leaders understand their challenges and make decisions in context of their work environment. Nothing is black and white. Our actions need to differ depending on whether we are working in a clear/simple, complicated, complex, or chaotic situations. (See the Cynefin Framework and its application to leadership.)	

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Strategic Thinking - A strong leader makes well-researched and objectively scrutinized decisions that can lead an organization toward achieving its goals. The five attributes of strategic thinkers include understanding your place in the market; focusing on the goal; understanding past, present, and future events; asking the right questions; and identifying opportunities. These skills support innovative thinking and lead to business growth.	
Drives Process Optimization - Your organization is a complex adaptive system (CAS) of interacting teams that individually evolve continuously and affect each other as they do. Great leaders ensure that these collaborating teams do so in such a way as to effectively and efficiently deliver value. Great leaders ensure that these teams are well aligned and working together smoothly and efficiently. (Related to Kanban and Lean thinking.)	
Data-Driven Decision-Making – Great leaders use data to identify obstacles and opportunities, accelerate agility and efficiency, and navigate uncertainty, rather than ‘gut feel’ or intuition. Great leaders also know when to listen to intuition.	
Culture	
Catalyst Leader - A catalyst leader focuses on growth of the entire organization rather than pure winning: sustainable growth of the business, growth of individuals and teams, and their own growth as a leader. In addition to growth, the catalyst leader focuses on building credibility, creating cohesion, generating momentum, and amplifying impact.	
Creates a Positive, Healthy Culture - • focuses on trust and learning • has a clear understanding of when we need consistency vs. autonomy • leads people through intrinsic motivation • enables a safe space for learning through mistakes and experimentation A great leader brings optimism and positive energy into the work environment, which in turn uplifts the employees and encourages them to perform better. Positivity can be cultivated by showing care, respect, diplomacy, and empathy toward the team.	
Creativity - A creative leader can brainstorm new ideas and inspire others toward creativity and innovation. A successful leader will always recognize and reward employees for their creative input.	
Conflict Resolution - A great leader not only knows how to avoid conflicts in the workplace but can also resolve them in an efficient and timely manner. While resolving conflicts, the leader stays level-headed and decides analytically. Great leaders facilitate crucial conversations (high stakes, differing opinions, and strong emotions) to resolve these difficult conflicts with positive outcomes and relationships. (See Crucial Conversations website.)	

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Empathy - Empathetic leadership focuses on identifying with others and understanding their perspective. Leaders who show empathy are successful because they can better understand how the employees feel about their work environment. This enables the leaders to bring positive changes to the workforce. Empathic leaders fully care about each member of the team (peers, leaders, staff), their personal reality, their abilities, their challenges, and their future.	
Flexibility - The best leaders get out of their comfort zones and quickly adapt to changing work conditions. They wear multiple hats and can problem solve and improvise on the fly. Great leaders know how to stay focused on the goal while adapting to changing conditions in the present.	
Mentorship - Great leaders are always ready to mentor and teach to bring out the best in their employees. They put in a lot of effort to make the team successful by using positive reinforcement, clarity, motivation and by rewarding achievements.	
Delegation - A great leader knows the strengths and key skills of each employee and delegates accordingly based on the project requirements. This also helps with relationship building within the team as employees feel valued, respected, and trusted. Delegation also enables leaders to grow the skills of their team through practice.	
Recognizing Potential - Great leaders have a keen eye for recognizing potential talent and competencies within their team and among peers. They acknowledge the abilities and achievements of others and recommend them for new assignments where they might do well.	
Self-Management	
Time Management / Organization - This is an essential skill for leaders, as they need to delegate tasks, prioritize commitments, set attainable goals and multitask. Successful leaders practice time management skills by setting SMART goals for themselves and their team members. A successful leader can handle a variety of different projects, spend ample time on each, prioritize and ensure that all project deadlines are met.	
Responsible and Accountable - The success and failure of a team ride on the shoulders of a leader. Therefore, leaders should be responsible to complete the tasks assigned them, and also accountable for the results, willing to take the blame when mishaps happen. Your boss can trust you to deliver on your goals. Your team can appreciate your decisions and follow in your footsteps. Your peers will enjoy working with you on difficult assignments, knowing that you will deliver on your commitments. Great leaders take responsibility and devise strategies for improvement instead of pointing fingers and blaming others.	
Total Score	

Leadership Assessment



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