



Characteristics of Effective Leaders

A Self Evaluation

Based on research by Harvard Business School

Ratings: 0 (non-existent) to 10 (consistently excellent).

	Rating:
1. I empathise with other people's needs, concerns and goals	
2. To what extent would staff members confirm that I show such empathy?	
3. I am willing to take calculated risks	
4. I am comfortable with a certain level of disruption and conflict	
5. When pursuing a goal, I maintain a positive, focused attitude despite obstacles and problems that occur	
6. I listen closely without trying to have a response ready before the other person finishes	
7. I am comfortable running meetings	
8. I am comfortable making presentations and speaking in public	
9. I am able to express feedback in ways that are understood, and my feedback clearly influences behaviour in positive ways	
10. I could easily diagram my organisation's power structure	
11. I can articulate the concerns of my organisation's most powerful groups	
12. I can identify those individuals in my organisation that will support me when needed	
13. I know where to turn for the resources I need	
14. I know how to use humour to relieve tense or uncomfortable situations	
15. In situations that are full of turmoil and confusion, I stay calm and level-headed	
16. I am very self aware and can describe how my own patterns of behaviour impact others	
17. I can always see beyond immediate pressures to the bigger picture, and the longer term implications/ potential of a situation	





Leadership Characteristics Prioritising Areas for Attention

Where are your existing leadership strengths? Where do you need to pay attention to changing your approach or to building new skills and practices?

**Using the questionnaire on the previous page as a guide,
please rate the following from 1-9**

[1 = lowest/ requiring most attention, to 9 = greatest strength]

Leadership Characteristic	Rating
Caring [statements 1&2]	
Comfortable with ambiguity [statements 3 & 4]	
Persistent; tenacious [statement 5]	
Excellent communicators [statements 6-9]	
Politically astute [10-13]	
Able to use humour [14]	
Level-headed [15]	
Self-aware [16]	
Future-focused [17]	

There's another questionnaire over the page ...





Establishing Leadership Credibility and Building a Positive Environment

Use the 20 questions in these two checklists to evaluate how well you are able to establish *credibility* and to create a positive, fruitful *environment*.

Yes /No Checklist for Establishing Leadership Credibility

1. Do you have, and can you demonstrate competence in a particular area?
YES/NO
2. Do you demonstrate your willingness to work hard on a day-to-day basis?
YES/NO
3. Do you use whatever power and influence you have to benefit others?
YES/NO
4. Do you consciously treat everyone with whom you come in contact consistently and fairly?
YES/NO
5. Do you focus on practising active listening on a day-to-day basis?
YES/NO
6. Do you keep track of and deliver all the promises you make?
YES/NO
7. Do you consistently meet all deadlines?
YES/NO
8. Do you remain calm under pressure?
YES/NO
9. Do you prepare thoroughly for all presentations and meetings?
YES/NO
10. Do you answer all phone calls and respond to important e-mails promptly?
YES/NO
11. Do you keep accurate and detailed records of projects and activities?
YES/NO

Yes /No Checklist for Creating a Positive Environment

12. Would colleagues at any level say they have never heard you put another person down?
YES/NO
13. Do you show that you will not tolerate "scape-goating" (finding someone to blame)?
YES/NO
14. Do you listen fairly, kindly and with courtesy to the opinions of others?
YES/NO
15. Do you respect other people's ideas and give each one the same amount of consideration, regardless of level?
YES/NO
16. Do you step forward and actively negotiate for you and your team to get the resources you need?
YES/NO
17. Do you shelter your team from interference and show courage in sticking up for your people?
YES/NO
18. Do you protect people who have the courage to voice dissent and leaders who are working without formal status and authority?
YES/NO
19. Do you admit it when you make a mistake or don't have the answer?
YES/NO
20. Do you use every reasonable opportunity to foster and encourage other people's professional growth?
YES/NO

If you answer "yes" to most of these questions, you are probably doing a good job of establishing your credibility and building a positive, fruitful environment. If you answer "no" to any questions, you may want to focus on how to improve your performance in that area. Identify how to change your behaviour and practice it until it becomes second nature.





My Intentions Are ...

Which leadership skills do I most need to *develop*?



What's my plan for working on these skills?

And which are my greatest leadership *strengths*?



What evidence or examples do I have to support this? (*Use another sheet of paper, you'll need it!*)



And what's my plan for building on and exploiting these strengths?



The Todd
Coaching
Company



Materials for people who
want to manage others- and
enjoy it!



(Okay. So what's stopping you? Get going and make it happen!)

