Achievement DYNAMICS INSTITUTE

Leadership Survey

Name: _____ Company: _____Date: _____

Developing Leadership Skills: Scored: _____ of 9 Items

- ❑ Asks for feedback about impact of own actions.
- ❑ Uses mistakes to improve own leadership practices.
- ❑ Demonstrates an awareness of leadership practices that need improvement.
- ❑ Uses own strengths to best advantage in leadership role.
- ❑ Thoughtfully considers the opinions of others.
- ❑ Shows interest in learning in a variety of areas.
- ❑ Balances work and personal life.
- ❑ Works on maintaining personal health and fitness.
- ❑ Regularly attends executive development programs.

Strategic Planning: Scored: _____ of 10 Items

- ❑ When doing strategic planning, examines organization strengths and weaknesses.
- ❑ When doing strategic planning, considers the organization's core competencies.
- ❑ When doing strategic planning, analyzes economic and other external factors.
- ❑ When doing strategic planning, focuses discussion on customer feedback and sales trends.
- ❑ When doing strategic planning, analyzes competitor activities.
- ❑ When doing strategic planning, discusses industry-related technology developments.
- ❑ When doing strategic planning, addresses current organizational issues.
- ❑ When doing strategic planning, describes future scenarios.
- ❑ Involves all levels of management in the strategic planning process.
- ❑ Asks for employee input to strategic issues.

Communicating Vision and Direction: Scored: _____ of 6 Items

- ❑ Communicates a vision for organizational success that sparks excitement in others.
- ❑ Asks employees for their input to the corporate vision.
- ❑ Explains new business directions so that people understand their new roles.
- ❑ Keeps people focused on business goals, priorities, and plans.
- ❑ Gives people detailed advance information about possible changes.
- ❑ Gets input from employees about changes that will have an impact on them.

Focusing on Customers: Scored: _____ of 10 Items

- ❑ Makes delighting external customers a major goal of business planning.
- ❑ Makes delighting internal customers a major goal of organizational development.
- ❑ Places a high priority on improving customer service.
- ❑ Requires managers to deliver on commitments to customers.
- ❑ Recognizes and rewards people who deliver excellent customer service.
- ❑ Encourages employees to contact and listen to customers.

- Obtains reactions of customers to products or services.
- Identifies and understand the customer project and service expectations.
- Appropriately communicates with customers to keep them informed on a regular basis.
- Satisfies customer needs and concerns in a positive, timely manner.

Championing Innovation: Scored: _____ of 12 Items

- Reads industry periodicals.
- Gets and shares information about technologies related to the business.
- Encourages others to question accepted practices, patterns, and assumptions.
- Describes new ways of looking at things and suggests innovative solutions.
- Encourages employees to offer suggestions and ideas.
- Asks questions to stimulate creative thinking.
- Asks people to brainstorm for new ideas.
- Expresses appreciation to people who offer suggestions and ideas.
- Commits time and resources to experiment with new solutions.
- Takes risks to support promising new products or services.
- Instead of blaming for mistakes, focuses on learning as new approaches evolve.
- Recognizes and publicizes the efforts of people who champion and develop successful innovations.

Promoting Ethics: Scored: _____ of 8 Items

- Walks the talk-Demonstrates high ethical standards.
- Does what is right for the organization, even if not personally rewarding.
- Accepts accountability for actions.
- Holds managers accountable for their actions.
- Says what he or she believes or feels.
- Follows through-carries out stated intentions.
- Ensures that employees receive fair treatment and equal opportunity.
- Creates a climate of trust among employees.

Communicating Effectively: Scored: _____ of 6 Items

- Communicates easily with people in all parts of the organization.
- Communicates in a clear, logical, and organized manner.
- Inspires others with own enthusiasm.
- Gives constructive feedback effectively.
- Listens to feedback without becoming defensive.
- Exhibits an open mind when hearing people's opinions.

Building Relationships: Scored: _____ of 7 Items

- Establishes effective relationships with senior executives.
- Shows knowledge and respect for people's responsibilities throughout the organization.
- Establishes trust with people at all levels.
- Takes time to establish relationships with people at all levels.
- Demonstrates an appreciation of the value a diversity of people in the workforce.
- Maintains a network of key contacts throughout the organization.
- Negotiates win-win resolution to conflicts.

Promoting Internal Communication: Scored: _____ of 7 Items

- ❑ Sets up policies that enable inter-departmental coordination.
- ❑ Ensures that communication systems meet the needs of employees.
- ❑ Ensures that needed information is shared with employees.
- ❑ Mediates conflicts and differences between groups.
- ❑ Encourages stakeholders to work on projects as a team, when appropriate.
- ❑ Supports developmental programs to improve interpersonal skills.
- ❑ Expects managers to demonstrate strong interpersonal skills.

Executive Decision Making: Scored: _____ of 14 Items

- ❑ Brings considerable experience and knowledge of the business to decisions.
- ❑ Before making decisions, examines in detail all relevant background information.
- ❑ Before making decisions, gets input from a variety of people.
- ❑ Before making decisions, weighs all important issues and factors.
- ❑ Before making decisions, ensures that a variety of alternatives is considered.
- ❑ When making decisions, evaluates the impact on all parts of the organization.
- ❑ When making decisions, evaluates the impact on strategic goals and plans.
- ❑ When making decisions, evaluates the impact on people.
- ❑ Before making decisions, compares potential opportunities with potential problems.
- ❑ Seeks consensus of staff when appropriate.
- ❑ Makes decisions at the right time.
- ❑ Makes decisions that best serve the interests of the organization, rather than self.
- ❑ Takes prudent risks, when necessary.
- ❑ Delegates decision making authority to the right person.

Directing and Inspiring Action: Scored: _____ of 8 Items

- ❑ Ensures that action plans are prepared and used.
- ❑ Delegates adequate responsibility and authority to project managers.
- ❑ When giving direction, communicates clearly what results are expected.
- ❑ Insists on achieving high-quality standards.
- ❑ Stays calm and effective during crises.
- ❑ In a crisis, helps others remain calm by focusing attention on finding solutions.
- ❑ In adverse situations, gives encouragement to key people.
- ❑ Recognizes and praises individuals who produce outstanding results.

Supporting Quality: Scored: _____ of 6 Items

- ❑ Defines quality for the organization.
- ❑ Takes measures to reduce bureaucracy.
- ❑ Empowers managers to improve work processes.
- ❑ Empowers managers to benchmark the products and services of other organizations.
- ❑ Streamlines systematic quality measurement and analysis at key production points.
- ❑ Empowers work groups to suggest ways to improve quality.

Developing Leadership: Scored: _____ of 8 Items

- ❏ Provides a positive role model of effective leadership behavior for managers.
- ❏ Works on improving aspects of own leadership.
- ❏ Mentors people who have leadership potential.
- ❏ Sets up challenges and projects to develop specific leadership skills of managers.
- ❏ Expresses an accurate evaluation of people's strengths and weaknesses.
- ❏ Requires managers to have a working plan for their professional development.
- ❏ Helps managers learn without punishing them for mistakes when trying new challenges.
- ❏ Gives managers opportunities to attend leadership development programs.

Deploying Organization Assets: Scored: _____ of 5 Items

- ❏ Distributes resources to maximize productivity.
- ❏ Empowers employees to work on self-improvement.
- ❏ Implements policies to prevent wasting resources.
- ❏ Implements management systems to account for organization equipment, property, etc.
- ❏ Establishes practices to maintain the condition of organization equipment, property, and other resources.