

A leadership diagnostic activity

Read the following statements describing specific leadership competences.

Tick or cross each statement - tick = true of you, cross = not.

Tick/cross

1. I am clear about my goal, purpose and objectives as a leader.
2. I know how to bring out the best in people.
3. I can create and communicate a genuine vision that sets direction.
4. I accept responsibility for my actions and don't seek people to blame if things go wrong.
5. I know true understanding comes from reflecting on my experience – I find time for this.
6. I can focus my time on the few critical tasks that need to be done by me and not others.
7. I have developed, and make positive use of, a support network for myself.
8. I am robust enough to take constructive criticism and advice and change as needed.
9. I have a clear ethical code and as a leader - I have views on what is right and what is wrong.
10. I understand my moods, emotions, and motivations, and know the effect of these on others.
11. I am passionate about leading the way.
12. I am prepared to take calculated risks, and move out of my comfort zone.
13. I know what we do well, what we need to do better, and the priorities.
14. I am ready for setbacks and challenges – I am in this for the long haul.
15. I am prepared to confront and if necessary, remove obstacles – including people.
16. I know the extent and limitations of my own power and authority.
17. I know I am not indispensable, and I keep my ego in check.
18. I can select the right team around me and let them get on with what they do better than me.
19. I am keen to learn more about leadership and how to improve my skills.
20. I make myself available, and recognise the need people have for information on progress.
21. I really understand that 'people will support what they help to create'.
22. I model the behaviour I expect in others.
23. I support, encourage and praise much more than I criticise and complain.
24. I am pragmatic – I know the value of incremental steps over unsustainable leaps.

Tick/cross

25. I can articulate the new ways forward concisely, consistently, and with clarity.
26. I recognise the need to retain what is 'good' and don't devalue what works.
27. I know the capabilities of myself and my team, and push us to achieve all we can.
28. I make connections with other leaders in different organisations and learn from these.
29. I am felt by those I lead to be fair, and to have integrity.
30. I negotiate and listen more than I oppose and dictate.
31. I can create an environment where people feel genuinely positive and empowered.
32. I feel that time spent reflecting and planning is not dead or unproductive time.
33. I know the power of feelings – I can use emotions, mine and others, positively.
34. I can create a learning culture, where people want to develop and grow.
35. I don't lose sight of customer issues, and ensure all we do meet and exceed expectations.
36. I can show self control and appear calm even when this is a real struggle.
37. I am respectful, treating everyone as an important, individual person.
38. I am forgiving, I don't hold grudges.
39. I can create a culture of trust and respect, and know how easily this can be damaged.
40. I have a sensible work/life balance, I know the importance of not being 100% work focused.
41. I welcome diversity of opinion, and challenges to my views.
42. I am politically sensitive and aware, I am not naïve about what is happening organisationally.
43. I encourage a climate of truth and openness.
44. I work hard and focus well, and delegate without showing an inappropriate interest in tasks.
45. I know the more things change that some will dislike me or worse - I can handle that.
46. I know that creating real change is a process not a pronouncement.
47. I ask more questions than I give answers.
48. I can generate and encourage creative ideas and solutions to complex issues.
49. I enjoy the role of leader.
50. I know when I need to move on and away, and I am not precious about my legacy.

Leadership diagnostic tasks

1. Complete the diagnostic, and capture the three issues most relevant to your leadership development.

2. Choose three people that can give you useful feedback on how they see your leadership development needs – explain the reasons for your selection.

Person one

Reason for selection

Person two

Reason for selection

Person three

Reason for selection

3. Summarise below the key learning points from this activity, and specifically what you will do as a result that will make even a little positive difference to the way you lead.