

## Leadership Self-Assessment\*

*Teams and organizations transform when leaders transform.*

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
<b>LEVEL 7 – Contribution/Service/Purpose</b>						
Promotes ethical standards throughout the organisation.						
Actively promotes social responsibility throughout the organisation.						
Concerned about global issues and future generations.						
At ease with uncertainty.						
Compassionate, forgiving, displays humility.						
Total Level 7						
<b>LEVEL 6 – Collaboration/Making a difference/Community</b>						
Builds mutually beneficial partnerships and strategic alliances across boundaries.						
Actively mentors and coaches subordinates.						
Active in the local community creating relationships that promote goodwill.						
Promotes environmental awareness and stewardship.						
Empathetic, intuitive, and inclusive.						
Total Level 6						

\* Based on Barrett Values Centre's Seven Levels of Organizational Awareness

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COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
<b>LEVEL 5 – Alignment/Internal cohesion</b>						
Develops and consistently communicates company’s vision and mission.						
Develops and consistently communicates company’s espoused values.						
A living example of values-based leadership. Walks the talk.						
Builds an environment of trust among direct reports that brings out the best in people.						
Creative, passionate, committed, and generous.						
Total Level 5						
<b>LEVEL 4 – Evolution/Transformation and Learning</b>						
Seeks advice. Builds consensus. Creates positive spirit.						
Strong focus on continuous learning, continuous renewal, and innovation.						
Actively engaged in own personal development and supports personal development of direct reports.						
Empowers staff to make decisions. Resists the temptation to micromanage the work of others.						
Adaptable, courageous and enjoys challenges.						
Total Level 4						

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
<b>LEVEL 3 – High Performance</b>						
Uses metrics in some form of balanced scorecard to measure and manage performance.						
Displays strong analytical skills in evaluating systems and processes.						
Consistently evaluates risks before embarking on new ventures.						
Thinks strategically and moves quickly to capitalize on opportunities.						
Promotes order, efficiency, productivity, quality, and excellence.						
Total Level 3						
<b>LEVEL 2 – Relationships and Communication</b>						
Regularly communicates both good news and bad news with all staff.						
Resolves conflicts with others and among direct reports quickly before relationships sour.						
Actively involved with customers and gives priority to customer satisfaction.						
Regularly acknowledges and praises direct reports and staff for a job well done.						
Easily accessible to direct reports and all key staff.						
Total Level 2						

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
<b>LEVEL 1 – Viability/Financial and people stability</b>						
Calm in the midst of chaos. Decisive in the midst of danger.						
Maintains long-term perspective while dealing with short-term issues and goals.						
Creates, manages, and controls budgets effectively.						
Appropriately cautious in complex situations.						
Constantly seeks to improve the health and safety of staff.						
Total Level 1						

**Score yourself on the next page.**

## Scoring

Take the scores from each of the 7 sections and plot them on the histogram area between 0 and 20. Join the dots to see the profile.

Leadership Style		0-5	6-10	11-15	16-20
Wisdom/Visionary					
Mentor/Partner					
Motivator/Inspirer					
Facilitator/Influencer					
Manager/Organizer					
Communicator					
Financial Manager					

### What's possible from here?

*When leaders change their beliefs and honor shared values, their behaviors change. This influences group culture and in turn changes individual and team behaviors and decision making throughout the organization.*

- **1:1 debrief** to interpret your Leadership Self-Assessment and apply new awareness
- **Compare self-evaluation to how others perceive your leadership** (direct reports, peers, your leader(s), board of directors, etc.)
- **Leadership coaching** for ongoing feedback, challenges, and accountability
- Uncover differences between the values your team perceives in the **current culture** versus those it craves in the **desired culture. Healthier cultures produce better results.**
  - To move the needle on performance and profitability metrics, you **must first measure and manage organizational values** with metrics that enable leaders to effect enduring culture change. Values can be positive (i.e. respect, trust, openness) or limiting (i.e. blame, bureaucracy, control). Limiting values create dysfunction.
- **Measure Cultural Entropy**, the level of conflict, friction, and frustration that exists on your team and impedes productive work.

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