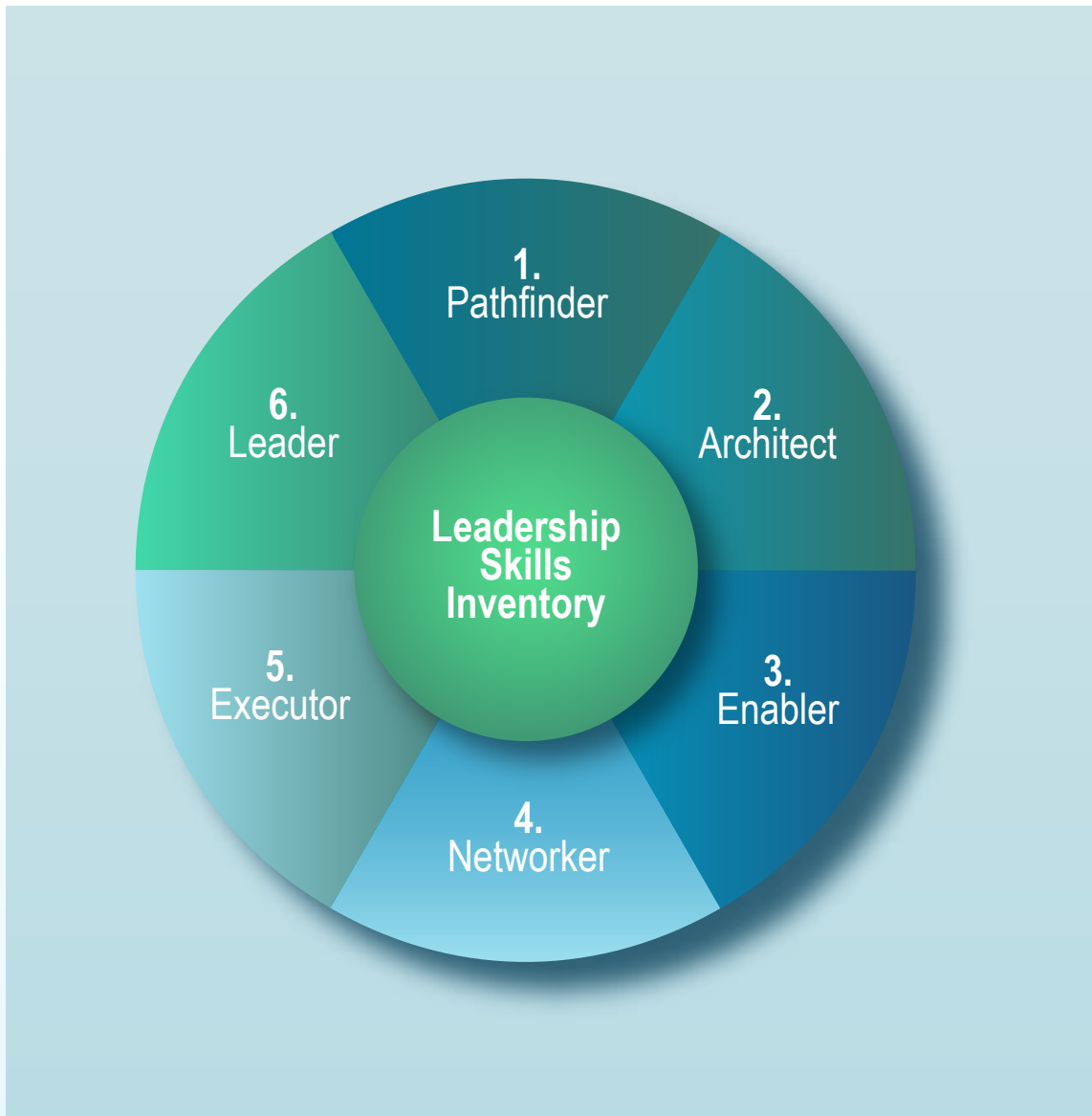

LEADERSHIP SKILLS INVENTORY



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The senior executive role has been 'segmented' into 6 distinct competencies (see model). Each competency has been further defined into specific behaviours that 'sit under' each heading (see next pages).



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| 1. PATHFINDER: | 'Develops a Clear Vision & Strategic Direction for the Business' |
| 2. ARCHITECT: | 'Designs High Performance Systems to Deliver the Strategy' |
| 3. ENABLER: | 'Shares the Vision and Direction, Creating a Sense of Purpose' |
| 4. NETWORKER: | 'Creates Win-Win Relationships with a Range of Stakeholders' |
| 5. EXECUTOR: | 'Drives Real Business Results and Measurable Outcomes' |
| 6. LEADER: | 'Demonstrates Strong Personal Confidence and Integrity' |

1. PATHFINDER

'Develops a Clear Vision & Strategic Direction for the Business'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
Powerful Strategy					
■ Understands critical 'big picture' variables (e.g. legal, social, technological, economic and political trends) that impact the industry.	1	2	3	4	5
■ Understands the strategies, markets, technical strengths and 'positioning' of leading industry competitors.	1	2	3	4	5
■ Anticipates probable future trends and developments.	1	2	3	4	5
■ Pulls it all together into a 'desired future' which is crystal clear and has an 'emotional pull' (a 'better tomorrow').	1	2	3	4	5
Intellectual Horsepower					
■ Information search: Gathers information from a range of sources; has the breadth to understand high complexity and is 'intellectually curious'.	1	2	3	4	5
■ Data reduction skill: Can scan, synthesize and draw conclusions from data/reduce complexity to 'simple' terms.	1	2	3	4	5
■ Deeply inquisitive: Keeps abreast of leading edge thinking (both within and external to current business). Wide reading interests.	1	2	3	4	5
■ Has the ability to handle ambiguity (does not need the exact answer or information before 'making a call').	1	2	3	4	5
Seizes Growth					
■ Is more committed to being the best than playing it safe (willing to 'rock the boat' in trying out new ideas/new areas).	1	2	3	4	5
■ Appetite for growth: Demonstrates willingness to take calculated risks without 'betting the farm' (e.g. international opportunity).	1	2	3	4	5
■ Hates to lose business to a competitor.	1	2	3	4	5
■ Thinks big! Chooses goals that leave a legacy and has initiated a number of new business opportunities.	1	2	3	4	5
Demonstrates Innovation					
■ Challenges conventional ways of doing things; provokes people to think 'outside the box'.	1	2	3	4	5
■ Encourages individual efforts to explore promising new ideas.	1	2	3	4	5
■ Brings perspectives and approaches together, combining them in creative ways.	1	2	3	4	5
■ Is prepared to 'invest in tomorrow' (balancing 'long term' and 'short term' requirements).	1	2	3	4	5

2. ARCHITECT

'Designs high Performance Systems to Deliver the Strategy'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
Efficient Machine					
■ Knows value drivers. Allocates resources in ways that drive key performance areas (strong attention to detail).	1	2	3	4	5
■ Influences, integrates, and aligns goals of individuals. Keeps 'all the horses in harness' through clarity of roles and responsibilities.	1	2	3	4	5
■ Identifies and implements effective processes/procedures for accomplishing work. Pursues continuous improvement of 'processes' and practices (dissatisfied with status quo).	1	2	3	4	5
■ Understands the commercial realities of the business; translates strategies and plans into specific financial targets.	1	2	3	4	5
Decision Making					
■ Uses facts and systematic processes to diagnose and solve problems; zeroes in on essential data (project risks).	1	2	3	4	5
■ Before making an important decision, obtains all of the information relevant to 'make a good call' (actively seeking alternative views).	1	2	3	4	5
■ Has the ability to choose between alternatives, even where full information is not available.	1	2	3	4	5
■ Promotes action taking at the lowest level.	1	2	3	4	5
Builds Strength					
■ Builds a talented management team based on a performance meritocracy; ensures people get the work experience necessary for their development.	1	2	3	4	5
■ Runs 'smart' organization structure with ability to 'flex' to meet new demands.	1	2	3	4	5
■ Builds organization capabilities and resources for the future.	1	2	3	4	5
■ Coaches/mentors other managers to enhance their development.	1	2	3	4	5
External 'Voice'/Profile					
■ Stays close to customers to understand their needs; makes self available to clients 'as required'.	1	2	3	4	5
■ Runs post-mortems to learn from past efforts.	1	2	3	4	5
■ Integrates external stakeholder views into decision-making; builds customer feedback into the organization	1	2	3	4	5
■ Stays in touch with external influencers; seeks positions of influence in key external bodies.	1	2	3	4	5

3. ENABLER

'Share the Vision and Direction, Creating a Sense of Purpose'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
Winning Team					
■ Creates a compelling vision/noble purpose for the business, which people can relate to.	1	2	3	4	5
■ Takes risks in letting others make decisions (trusts people enough to let go). Encourages people to develop to their full potential, avoids getting 'sucked into' minutiae.	1	2	3	4	5
■ Treats each individual with respect and dignity; avoids 'playing favourites'.	1	2	3	4	5
■ Promotes a team approach in planning/execution of work; places team and organizational success ahead of individual/unit gain.	1	2	3	4	5
Interpersonally Skillful					
■ Builds relationships: relates to people in an open, friendly, accepting manner; shows sincere interest in others and their concerns.	1	2	3	4	5
■ Listening: actively attends to and conveys understanding of the comments, questions and feelings of others.	1	2	3	4	5
■ Inspires pride in the organization; conveys contagious optimism about building the organization into a world-class entity.	1	2	3	4	5
■ Accurately appraises strengths and weaknesses of others.	1	2	3	4	5
Clear Communicator					
■ Ensures that objectives are clearly understood/zero ambiguity.	1	2	3	4	5
■ Clearly conveys thoughts and ideas in writing.	1	2	3	4	5
■ Presentations powerfully convey information so that the intended purpose is achieved.	1	2	3	4	5
■ Handles questions and manages dialogue (listening) in a way that maintains credibility.	1	2	3	4	5
Shows Courage					
■ Brings substantive conflicts and disagreements into the open and attempts to resolve them collaboratively; builds consensus.	1	2	3	4	5
■ Labour relations: Manages in a way that employee concerns are appropriately dealt with.	1	2	3	4	5
■ Deals effectively with performance problems & gives constructive feedback in a timely manner.	1	2	3	4	5
■ Has the ability to say 'no' to ideas/confront inappropriate behaviors.	1	2	3	4	5

4. EXECUTOR

'Drives Real Business Results and Measurable Outcomes'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
High Expectations <ul style="list-style-type: none"> ■ Sets challenging goals; has high expectations for results (plays to win). ■ Relentlessly strives for improved quality in people, processes, systems, structures, and products. ■ Communicates positive sense of urgency; shows a 'bias for action' with energy and stamina. ■ Does not tolerate underperformance/half-hearted effort. 	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
In Control <ul style="list-style-type: none"> ■ Controls annual operating budget and looks to eliminate expenses/costs; strives to get the most out of assets and resources. ■ Uses quantitative and qualitative information to track performance; completely comfortable with finance/business ratios. ■ Responds to feedback: Changes course promptly and effectively when it becomes clear that a plan of action is not working as intended. ■ Demonstrates the highest standards of corporate governance. 	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
Role Model <ul style="list-style-type: none"> ■ Demonstrates a personal commitment to increasing sales growth and profitability; helps others to be growth and cost conscious. ■ Works hard. Leads from the front in terms of energy and persistence (managing to balance the high workload and domestic commitments). ■ Spends time externally (internationally, on site locations) staying close to key projects. Has worked overseas/demonstrates understanding of cross-cultural issues (e.g. foreign language capability). ■ Has been a consistent source of change management / innovation. 	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
Drives Results <ul style="list-style-type: none"> ■ Drives issues to closure; persists despite obstacles and opposition. ■ Delivers the sale' on key projects — by selling the benefits of the organization versus key competitors. ■ Gets real € results and focuses on the 'balanced scorecard' (no 'number games'); has a track record of success. ■ Sincerely recognizes and celebrates success, with due recognition of others' inputs. 	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

5. NETWORKER

'Creates win-win relationships with a Range of Stakeholders'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
With Customers					
■ Systematically measures impact. Uses customer feedback to continuously improve products and services.	1	2	3	4	5
■ Treats customer issues as a top priority; recognizes that quality means meeting customers' expectations and 'goes the extra mile' to deliver this.	1	2	3	4	5
■ Mentally differentiates customers (gold, silver, bronze); spends sufficient time with customers to understand their needs and build long-term, deep relationships.	1	2	3	4	5
■ Does not tolerate/collude with destructive comments about customers.	1	2	3	4	5
Community Relations					
■ Has established a 'useful external network' (IDA, 'early sight' mechanisms etc.); represents the organization well at outside forums.	1	2	3	4	5
■ Personally supports company sponsored community activities and encourages others to do this.	1	2	3	4	5
■ Business community & government interfaces handled in a sensitive and productive manner.	1	2	3	4	5
■ Displays diplomacy and tactfulness in dealing with others; respects and guards confidentiality.	1	2	3	4	5
Peer Respect					
■ Understands the agendas and perspectives of others; recognizes and balances interests and needs of own group against these.	1	2	3	4	5
■ Leverage networks: Identifies and cultivates relationships with key internal players. Uses informal networks to get things done.	1	2	3	4	5
■ Is seen as a leader within peer group (opinions often 'carried').	1	2	3	4	5
■ Willing to offer support/manpower to areas of greatest need (even if it negatively impacts own area).	1	2	3	4	5
Solid Partner					
■ 'Plays it straight' with business partners, maximizing the long-term relationship.	1	2	3	4	5
■ Is sensitive to the 'key buttons'. Spends quality time with partners to understand and resolve presenting issues.	1	2	3	4	5
■ Has the strength to push organization agenda to the forefront and gain commitment to this.	1	2	3	4	5
■ Ensures that the organization partners deliver on their part of the deal.	1	2	3	4	5

6. LEADERSHIP

'Demonstrates Strong Personal Confidence and Integrity'

	To what degree do you see these behaviours displayed?				
	<i>Almost Never</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Sometimes</i>	<i>Almost Always</i>
Self Composure					
■ Demonstrates self-confidence in asserting himself and pushing forward a point of view.	1	2	3	4	5
■ Understands own drives, moods and emotions and the effect of these on others.	1	2	3	4	5
■ Ability to stand up in the face of opposition; is not disturbed by opposing views; levels with people when decisions are non-negotiable.	1	2	3	4	5
■ Copes well with high workload/levels of stress. Allocates own time efficiently; handles multiple demands and competing priorities.	1	2	3	4	5
Buck Stops					
■ Takes responsibility for own contribution to problems (holds self accountable for achieving organizational results).	1	2	3	4	5
■ Puts the good of the company ahead of personal risk or political gain.	1	2	3	4	5
■ Says what needs to be said to those who need to hear it. Willing to take an unpopular stand when necessary.	1	2	3	4	5
■ Takes ownership for decisions made.	1	2	3	4	5
Leads by Example					
■ Encourages and accepts constructive criticism. Avoids destructive comments about other people or groups; has high standards of personal integrity.	1	2	3	4	5
■ Works hard; demonstrates 'appetite' through personal effort (without getting 'sucked down' into operational issues).	1	2	3	4	5
■ Supports colleagues (with personal time, with manpower) who are under pressure.	1	2	3	4	5
■ Is 'grounded'— no overt displays of power/prestige needs or requiring special treatment.	1	2	3	4	5
Learning & Development					
■ Has made some mistakes and has demonstrated an ability to deal with and learn from these experiences.	1	2	3	4	5
■ Invests time (through reading, attendance at seminars) in continuous learning.	1	2	3	4	5
■ Encourages learning/personal development in others; can offer help/support without 'taking over'. Pushes responsibility downwards.	1	2	3	4	5
■ Has an ability to 'spot talent' at lower levels in the organization; spends sufficient time with wider management team (structured and unstructured) to do this systematically.	1	2	3	4	5