



## **LEADERSHIP QUESTIONNAIRE**

**NAME**

## Leadership

How do you motivate and garner loyalty?

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How effective are you in bringing your stakeholders in line with your strategies?

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How do you gauge the effectiveness of your staff?

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You are the leader. You want respect and you want credibility. How do you ignite the energy, discipline and attitude of your troops to be engaged in your mission?

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Are you honest, decent and fair? Do your actions hold up to rigorous scrutiny?

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Do you have a personal worldview that you share with others?

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Do you care? Can you articulate and ignite others with your zeal, energy and enthusiasm?

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How well can you think ahead, like a chess player, about your next moves?

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How do you make decisions? How would you explain your decision-making process to others? To those on your team? To your peers? How do you judge others' decisions?

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How skillful are you at handling affairs without arousing hostility? Are you the one to whom others turn for guidance in seeking resolution to conflicts?

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How well do you form alliances, both formal and informal?

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What is your record for defending and maintaining a position?

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Does your style encourage imaginative thinking and lead to innovation? Do you find another way to get around the hill, to paraphrase a campaign battle?

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How well can you view a wide array of data and frame the problems to focus on which can provide the greatest leverage for organizational success?

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How are you judged and how do you perform in getting the job done? How about with managing and leading others to get their jobs done?

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How do you know the business you're serving? What standards do you recognize and do you uphold them?

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What is your management style in delegating responsibility and authority?

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How proactive vs. reactive are you? How do you instill proactive thinking in your group?

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How well can you create a culture of high performance? How do you inspire and energize?

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What is your style and its substance for rewarding positive behavior and results?

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How well do you scale in terms of juggling multiple balls and wearing multiple hats?

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Can you identify specialists, consultants and third-party "trusted advisors" who you may need to call for assistance, advice or to hire for their consulting services?

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What's your track record in attracting top talent, keeping them motivated and developing staff?

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How well do you set expectations and how fair are you perceived as being?

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How do you infuse vitality in an organization and identify the next generation of leaders?

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Do you know your company's "Big Rocks" when it comes to customers? This is similar to knowing what business you're in, but the question goes further. You want to understand how your business is held accountable by its customers?

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Who are your partners? Who should they be? How well do you develop mutually-beneficial partnerships?

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Can you relate to different groups and different individuals?

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Can you relate to different personality types? Are you a team player? Are you trustworthy?

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Do you build win-win solutions? Can you surface conflict in order to resolve it?

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How are you perceived as allowing different points of view to be aired? Do you create a "non-punishing" environment for idea exchange?

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In addition to formal success plans, what do you do to help others build and nurture their careers?

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Basketball coach legend John Wooden was a big believer in tough love, which served his team well. He gained the respect of his players as he guided them to greatness. In organizations there is a similar playing field where leaders want their players to be the best and deliver the best results. When a player isn't up to the standard, as a leader you have a responsibility to interject yourself for behavioral modifications. Do you want to develop your people, your team? What's your track record? How are you perceived as a coach?

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Most effective leaders and managers are known for being "good listeners" and "easy to talk to." How are you as a listener in terms of understanding and retaining information? Analyzing and criticizing what is heard? Empathizing with the other person?

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Do you seek opportunities to reward performance and recognize achievements? Do you share with others their celebrations?

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How do you use humor, or how could you be more effective with humor, such as with story telling?

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Are you viewed as centered? Are your emotions in balance, or are they driving your thoughts and actions? Can you be a leader whose emotions are out of control and create a long-lasting, healthy organizational dynamic?

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How do you motivate people?

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What are your outside activities and how do they relate to your position?

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Are you fair, consistent with others? Are your values communicated and understood?

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How ethical are you? How do you judge compliance with ethical questions?

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Do you deliver on commitments? Do you operate with decency and respect for others? Do you care about others?

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Do you have the stamina, self-esteem and well being to do the job?

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What is your willingness to share information, power, credit, resources and wisdom?

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How do you channel ambition to constructive modes? How do you demonstrate passion and instigate zeal and enthusiasm in others for the work at hand?

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Can you make meaning through stories and use of metaphor that translates complex ideas into terms people understand?

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How do you characterize your courage to take the right actions?

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Especially in the fast world of technology, how do you judge, value and measure patience, especially with constant demands for project completion?

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Have you done a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) analysis on yourself? How do you match opportunities to maximize your talents? How do you seek feedback on your performance? How do you give feedback?

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How do you stay abreast of new material? How do you grow? How do you encourage others to grow?

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What are your interests outside of work? How do you draw upon them to enrich yourself? Your organization? What will you say on your death bed?

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Upon examination, how do you exert self-discipline? How do you recognize an even emotional keel in others? How do you sharpen the saw?

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