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## LEADERSHIP SKILLS INVENTORY

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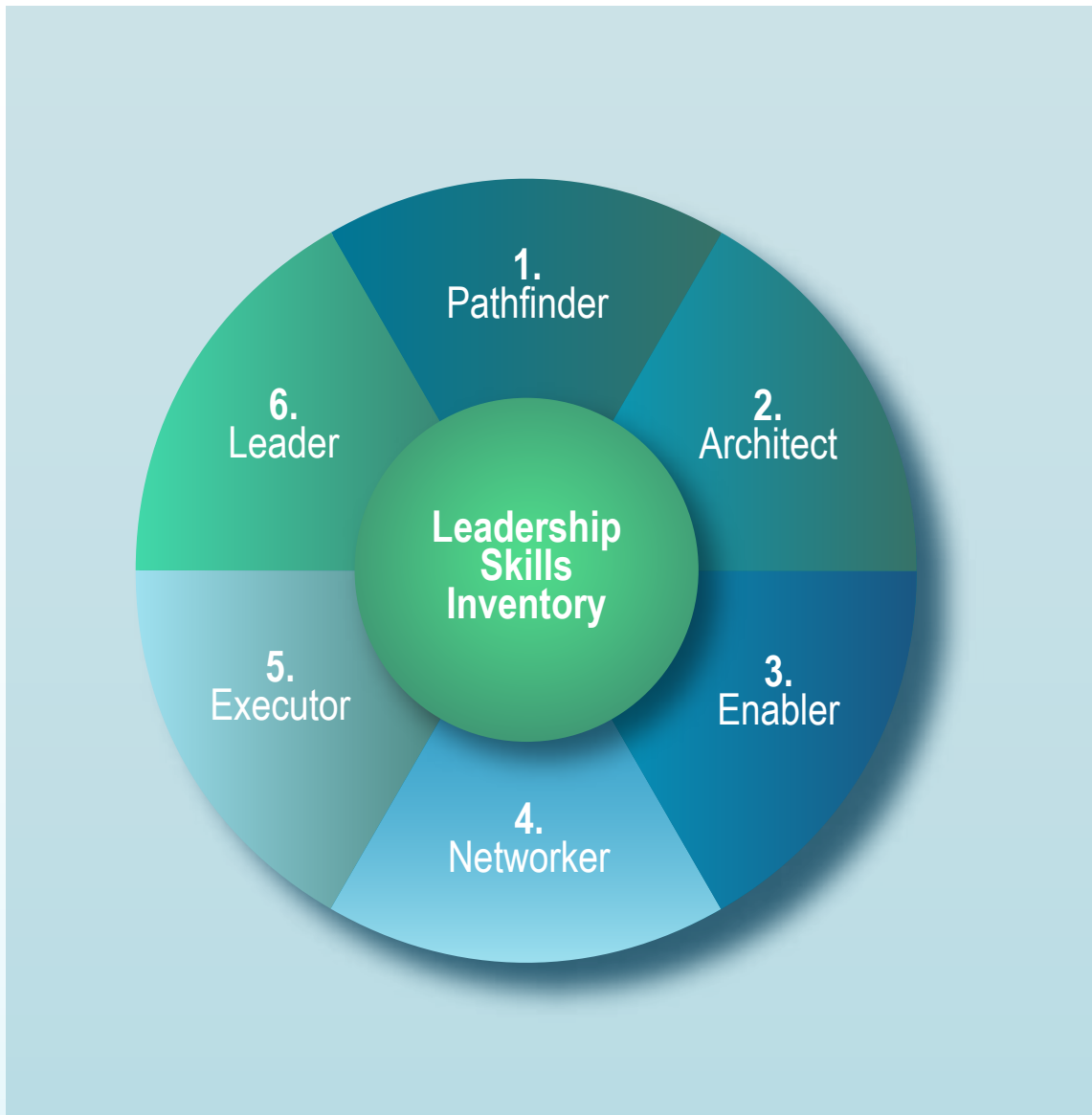


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The senior executive role has been 'segmented' into 6 distinct competencies (see model). Each competency has been further defined into specific behaviours that 'sit under' each heading (see next pages).



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|-----------------------|------------------------------------------------------------------|
| <b>1. PATHFINDER:</b> | 'Develops a Clear Vision & Strategic Direction for the Business' |
| <b>2. ARCHITECT:</b>  | 'Designs High Performance Systems to Deliver the Strategy'       |
| <b>3. ENABLER:</b>    | 'Shares the Vision and Direction, Creating a Sense of Purpose'   |
| <b>4. NETWORKER:</b>  | 'Creates Win-Win Relationships with a Range of Stakeholders'     |
| <b>5. EXECUTOR:</b>   | 'Drives Real Business Results and Measurable Outcomes'           |
| <b>6. LEADER:</b>     | '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>
<b>Powerful Strategy</b>					
■ 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
<b>Intellectual Horsepower</b>					
■ 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
<b>Seizes Growth</b>					
■ 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
<b>Demonstrates Innovation</b>					
■ 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>
<b>Efficient Machine</b>					
<ul style="list-style-type: none"> <li>■ Knows value drivers. Allocates resources in ways that drive key performance areas (strong attention to detail).</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Influences, integrates, and aligns goals of individuals. Keeps 'all the horses in harness' through clarity of roles and responsibilities.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Identifies and implements effective processes/procedures for accomplishing work. Pursues continuous improvement of 'processes' and practices (dissatisfied with status quo).</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Understands the commercial realities of the business; translates strategies and plans into specific financial targets.</li> </ul>	1	2	3	4	5
<b>Decision Making</b>					
<ul style="list-style-type: none"> <li>■ Uses facts and systematic processes to diagnose and solve problems; zeroes in on essential data (project risks).</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Before making an important decision, obtains all of the information relevant to 'make a good call' (actively seeking alternative views).</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Has the ability to choose between alternatives, even where full information is not available.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Promotes action taking at the lowest level.</li> </ul>	1	2	3	4	5
<b>Builds Strength</b>					
<ul style="list-style-type: none"> <li>■ Builds a talented management team based on a performance meritocracy; ensures people get the work experience necessary for their development.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Runs 'smart' organization structure with ability to 'flex' to meet new demands.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Builds organization capabilities and resources for the future.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Coaches/mentors other managers to enhance their development.</li> </ul>	1	2	3	4	5
<b>External 'Voice'/Profile</b>					
<ul style="list-style-type: none"> <li>■ Stays close to customers to understand their needs; makes self available to clients 'as required'.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Runs post-mortems to learn from past efforts.</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Integrates external stakeholder views into decision-making; builds customer feedback into the organization</li> </ul>	1	2	3	4	5
<ul style="list-style-type: none"> <li>■ Stays in touch with external influencers; seeks positions of influence in key external bodies.</li> </ul>	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>
<b>Winning Team</b>					
■ 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
<b>Interpersonally Skillful</b>					
■ 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
<b>Clear Communicator</b>					
■ 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
<b>Shows Courage</b>					
■ 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>
<b>High Expectations</b> <ul style="list-style-type: none"> <li>■ Sets challenging goals; has high expectations for results (plays to win).</li> <li>■ Relentlessly strives for improved quality in people, processes, systems, structures, and products.</li> <li>■ Communicates positive sense of urgency; shows a 'bias for action' with energy and stamina.</li> <li>■ Does not tolerate underperformance/half-hearted effort.</li> </ul>	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
<b>In Control</b> <ul style="list-style-type: none"> <li>■ Controls annual operating budget and looks to eliminate expenses/costs; strives to get the most out of assets and resources.</li> <li>■ Uses quantitative and qualitative information to track performance; completely comfortable with finance/business ratios.</li> <li>■ Responds to feedback: Changes course promptly and effectively when it becomes clear that a plan of action is not working as intended.</li> <li>■ Demonstrates the highest standards of corporate governance.</li> </ul>	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
<b>Role Model</b> <ul style="list-style-type: none"> <li>■ Demonstrates a personal commitment to increasing sales growth <b>and</b> profitability; helps others to be growth and cost conscious.</li> <li>■ Works hard. Leads from the front in terms of energy and persistence (managing to balance the high workload and domestic commitments).</li> <li>■ 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).</li> <li>■ Has been a consistent source of change management / innovation.</li> </ul>	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
<b>Drives Results</b> <ul style="list-style-type: none"> <li>■ Drives issues to closure; persists despite obstacles and opposition.</li> <li>■ Delivers the sale' on key projects — by selling the benefits of the organization versus key competitors.</li> <li>■ Gets real € results and focuses on the 'balanced scorecard' (no 'number games'); has a track record of success.</li> <li>■ Sincerely recognizes and celebrates success, with due recognition of others' inputs.</li> </ul>	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>
<b>With Customers</b>					
■ 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
<b>Community Relations</b>					
■ 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
<b>Peer Respect</b>					
■ 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
<b>Solid Partner</b>					
■ '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>
<b>Self Composure</b>					
■ 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
<b>Buck Stops</b>					
■ 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
<b>Leads by Example</b>					
■ 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
<b>Learning &amp; Development</b>					
■ 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