

Dalmau-Zuieback Leader Assessment Inventory

How I see myself as a leader?

Name: _____

Instructions: There are no right or wrong answers to this questionnaire. Place a tick in the box that represents **your perception** about yourself as a leader. Use the following key:

- | | | |
|----------|---------------------|---|
| 1 | Never | I never do this. |
| 2 | Rare | I rarely do this |
| 3 | Inconsistent | I frequently but not consistently do this |
| 4 | Consistent | I regularly and consistently do this |
| 5 | Strong | This is a consistent, visible and strong feature of my leadership |

Current state and history

1 2 3 4 5

- | | |
|--|--|
| 1. I cultivate alertness and consciousness among all members of the team / organization about its current and future state and what is happening in its environment. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 2. I explain clearly to those I lead the current challenges facing the team/ organization, the bigger context in which they fit and their significance to current near future operations | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 3. I help to maintain a strong sense of history, place and context for the organization's members. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Vision and purpose

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|---|--|
| 4. I enlist others in creating a compelling future for people to follow. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 5. I minimize distractions that take time, energy and resources away from the primary mission of the team/organization. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 6. I inspire others and am the driving force when implementing a challenging innovation or major project | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 7. I demonstrate a clear vision for team/organizational success, including a relentless focus on key indicators of success. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 8. I actively promote and act consistently with the organization's value proposition ¹ . | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Relationships and connections

- | | |
|---|--|
| 9. I place a strong visible focus on making connections within and across the department, divisions, teams and individuals to assure implementation, adaptation and learning. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 10. I consistently involve others in key decisions and projects and provide the necessary skills and supports for people to be successful. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 11. I put a premium on face-to-face relationships among the people in the team/organization – not solely relying on processes and procedures to manage the system. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 12. I am slow to seek credit for my own contributions, quickly point out the successes of others and am quick to take responsibility when things don't work as designed. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 13. I talk of the team, the people and not <u>my</u> team, <u>my</u> people | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 14. I foster and practice inclusiveness, and actively discourage exclusion in word and deed | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 15. I foster diversity of viewpoints and experience, using difference to focus and foster clarity and understanding. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 16. I provide at least three positive for every potentially negative comment. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 17. I actively promote ownership, responsibility and personal accountability in the way that I involve people in key initiatives and decisions in the team/organization. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 18. I appreciate, think and act with all as if my first team is the group of which I am a member more than the team I lead. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Information

- | | |
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| 19. I constantly feed the team/organization with information and make it easily accessible and useable to all. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
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¹ Value Proposition - that is, the benefit you deliver, to whom, and how?

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- | | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 20. I recognize and support strong information systems that allow for progress tracking and making of rapid course corrections. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. I foster conversations and processes that surface any disconfirming information | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. I promote critical self-reflection and robust conversation among all | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Principles and ground rules

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|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 23. I consistently frame both my actions and words around the core ideals, values and priorities of the team/organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. I operate on a set of consistent principles and standards that model the team/organization's values and beliefs. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. The vast majority of my actual behavior (what I say and do) is consistent with the team/organization's principles, values and beliefs – I “walk the talk” | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. I establish and promote shared social values. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. I demonstrate an attitude of building on what works and on solutions rather than problems. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. I ensure my team has a set of clear visible ground rules that guide their work and relating to one another and which they had a part in creating. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. I foster and promote regular reviews by the team I lead of how well they are playing and working according to agreed standards and ground rules | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Tensions and issues

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|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 30. I promote accurate data gathering as to what is “the actual problem or issue.” | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. I foster putting all the cards on the table no matter how difficult they may be to face. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. I model the practice of periodically examining the underlying constraints and assumptions that might block progress in the team/organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. I consistently utilize opportunities to challenge the status quo. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. I seek to understand the true nature of the problems from a whole of system viewpoint. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Context, strategy and alignment

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|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 35. I consistently articulate and provide context around new approaches and strategies. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 36. I consistently articulate the paths and strategies chosen by the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. I demonstrate and foster clear commitment, progress review and focus on the priority strategies to which the organization has committed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 38. I emphasize and support a set of goals, objectives and strategies oriented to redesigning operations to better support the work throughout the team/organization and achieve its goals. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. I promote and encourage conversations and processes that align goals across the team/organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. I support clear linkages between employee and organizational performance. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The work

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 41. I support, monitor and put mechanisms in place that ensure high leverage strategies and programs are being implemented faithfully across the team/organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 42. I ensure the work of the team/organization is undertaken to the highest professional and technical standards | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. I ensure the work of the team/organization is monitored closely for results, quality, timeliness and efficiency | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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- | | | | | | |
|--|---|---|---|---|---|
| 44. I ensure strong connections between the top priorities and the allocation of resources to these initiatives. | □ | □ | □ | □ | □ |
| 45. I am consistently focused on providing professional development resources for every new program being implemented. | □ | □ | □ | □ | □ |

Learning and sustainability

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|--|---|---|---|---|---|
| 46. I ensure there are processes in place to critically evaluate the rate and effectiveness of progress to agreed goals. | □ | □ | □ | □ | □ |
| 47. I ensure there are mechanisms in place for regular whole-of-system review and evaluation. | □ | □ | □ | □ | □ |
| 48. I continually create and support opportunities for people to participate in conversations that examine our operational systems and implementation processes. | □ | □ | □ | □ | □ |
| 49. I ensure there are strong systems in place to support people to learn and adapt to the changing environment | □ | □ | □ | □ | □ |
| 50. I am focused on developing people, coaching people and creating learning communities within the organization. | □ | □ | □ | □ | □ |