

Dalmau-Zuieback Leader Assessment Inventory

How I see members of the leadership team?

Team: _____

Instructions: There are no right or wrong answers to this questionnaire. Place a tick in the box that represents **your perception** about members of the team under consideration. Use the following key:

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

Current state and history

- | | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Members of this leadership team 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. Members of this leadership team explain clearly to those they lead the current challenges facing the team/organization, the bigger context in which they fit, their significance to current near future operations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Members of this leadership team 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

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team inspire others and are 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team are slow to seek credit for their own contributions, quickly point out the successes of others and are 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team actively promote ownership, responsibility and personal accountability in the way that they 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"/> |

¹ Value Proposition - that is, the benefit you deliver, to whom, and how?

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1 2 3 4 5

18. Members of this leadership team appreciate, think and act with all as if their team is their "first team" more than the teams they individually lead.

Information

19. Members of this leadership team constantly feed the team/organization with information and make it easily accessible and useable to all.
20. Members of this leadership team recognize and support strong information systems that allow for progress tracking and making of rapid course corrections.
21. Members of this leadership team foster conversations and processes that surface any disconfirming information
22. Members of this leadership team promote critical self-reflection and robust conversation among all

Principles and ground rules

23. Members of this leadership team consistently frame both their actions and words around the core ideals, values and priorities of the team/organization
24. Members of this leadership team operate on a set of consistent principles that model the team/organization's, principles, values and beliefs.
25. The vast majority of the actual behavior of this leadership team (what they say and do) is consistent with the team/organization's principles, values and beliefs – they "walk the talk"
26. Members of this leadership team establish and promote shared social values.
27. Members of this leadership team demonstrate an attitude of building on what works and on solutions rather than problems.
28. Members of this leadership team 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.
29. Members of this leadership team foster and promote regular reviews of themselves as group of how well they are playing and working according to agreed standards and ground rules

Tensions and issues

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

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Context, strategy and alignment

- | | |
|---|--|
| 35. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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. Members of this leadership team 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"/> |
| 44. Members of this leadership team ensure strong connections between the top priorities and the allocation of resources to these initiatives. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 45. Members of this leadership team am consistently focused on providing professional development resources forcevery new program being implemented. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Learning and sustainability

- | | |
|--|--|
| 46. Members of this leadership team ensure there are processes in place to critically evaluate the rate and effectiveness of progress to agreed goals. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 47. Members of this leadership team ensure there are mechanisms in place for regular whole-of-system review and evaluation. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 48. Members of this leadership team continually create and support opportunities for people to participate in conversations that examine operational systems and implementation processes. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 49. Members of this leadership team ensure there are strong systems in place to support people to learn and adapt to the changing environment | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 50. Members of this leadership team are focused on developing people, coaching people and creating learning communities within the organization. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |