

| Self-Evaluation: Characteristics of Effective Leadership | | |
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| Characteristics of Effective Leaders | Yes | No |
| Future Focused | | |
| 1. Do you have a clear vision? | | |
| 2. Have you made your vision clear to your group? | | |
| 3. Do you know the values of the business and are they clearly stated or displayed? | | |
| Persistent; Tenacity | | |
| 4. When pursuing a goal, do you maintain a positive, focused attitude, despite obstacles? | | |
| 5. Are you prepared to openly listen to other people's thoughts, suggestions or input? | | |
| Comfortable with Ambiguity | | |
| 6. Are you willing to take calculated risks? | | |
| 7. Are you comfortable with a certain level of disruption and conflict? | | |
| 8. Are you adaptable to new ideas as they come forward even if they might not exactly align with what you had in mind? | | |
| Excellent Communicators | | |
| 9. Do you listen closely (rather than have a response ready before the other person finishes)? | | |
| 10. Are you comfortable running meetings? | | |
| 11. Are your meetings effective with a purpose and meaningful outcomes? | | |
| 12. Are you comfortable making presentations and speaking in public? | | |
| 13. Do you have the skills needed to negotiate in a variety of settings? | | |
| Politically Astute | | |
| 14. Could you draw a diagram of your organisation's actual power structure? | | |
| 15. Can you articulate the concerns of your organisation's powerful groups? | | |
| 16. Can you identify those individuals within your organisation who will support you when needed? | | |
| 17. Do you know where to turn for the resources you need? | | |
| Self-Awareness | | |
| 18. Are you aware of or can you describe how your own patterns of behaviour affect others? | | |
| 19. Are you aware of how you are perceived from others in the business? | | |
| Level-Headed | | |

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| 20. In situations that are full of turmoil and confusion, do you stay calm and level-headed? | | |
| Caring | | |
| 21. Do you empathise with other people's needs, concerns and professional goals? | | |
| 22. Would staff members confirm that you show such empathy? | | |
| 23. If things go wrong, do you admit your part in it and take ownership and responsibility? (Opposed to blaming and making excuses) | | |
| Able to Use Humour | | |
| 24. Do you know how to use humour to relieve tense or uncomfortable situations? | | |

Source: Adapted from table "Leading and Motivating Tools" from the book "Leading People, Expert Solutions to Everyday Challenges" by Harvard Business School Press