

Unlocking Leadership Questionnaire

Introduction

This is a list of statements referring to qualities, skills and behaviours associated with great leadership. Please read and reflect on each statement listed in the survey tables below. Tick the appropriate rating as it applies to you. In the Unlocking Leadership Development Plan section that follows, make a specific commitment to taking action to address your leadership development needs, especially in areas where you have scored 2 (poor) or 1 (very poor).

Fundamentals	Statement of Leadership Practice	D/K or N/A	1 Very Poor	2 Poor	3 OK	4 Good	5 Very Good
Personal Qualities Demonstrating integrity, fairness, decisiveness and behavioural flexibility	1. I am self-aware and use feedback to know, develop and manage myself as a leader						
	2. I work to a strong set of values, especially in relation to integrity and fairness						
	3. I take care of my own physical and mental health and well-being						
	4. I am enthusiastic and positive about the organisation and its mission						
	5. I have the social skills needed to influence others						
	6. I demonstrate political astuteness in dealing with complex situations and issues ¹						
	7. I identify key influencers and decision-makers and build good relationships with them						
	8. I adapt to deal with different people and situations and use a variety of leadership styles as required						
	9. I am prepared to speak out and act in a decisive manner to address difficult and complex issues						
	10. I follow through on decisions made and make sure action is taken and reported on						

¹ This is the ability to understand what you can and cannot control, when to take action, who is going to resist your agenda and whom you need on your side.



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Fundamentals	Statement of Leadership Practice	D/K or N/A	1 Very Poor	2 Poor	3 OK	4 Good	5 Very Good
Positioning Scanning the internal and external environment to inform vision and strategy	1. I continually scan, assess and help interpret the meaning of events in the wider environment						
	2. I am open to and bring forward ideas and opportunities for discussion						
	3. I stay up-to-date by interacting with knowledgeable people and events in the wider environment						
	4. I encourage others to build networks and relationships that will keep them informed about the external environment						
	5. I look to the future in a way that raises questions for us about whether or not we will need to change our plans						
	6. I challenge the way things are in a constructive and positive manner						
	7. I am creative and look for ways to innovate by suggesting or backing new ways of doing things						
	8. I encourage others to experiment and take calculated risk						
	9. I am prepared to tolerate failure when planning and problem solving						
	10. I model and influence the type of organisational and/or team culture that I want to see emerge and grow						



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Fundamentals	Statement of Leadership Practice	D/K or N/A	1 Very Poor	2 Poor	3 OK	4 Good	5 Very Good
Purpose Articulating a shared vision, values and clear strategy	1. I am enthusiastic and positive about the future in a way that excites others						
	2. I establish and describe a clear sense of purpose, expressed as a vision						
	3. I am able to articulate and share my vision in under two minutes ²						
	4. I establish specific outcomes, expressed in a way that is understood and can be acted on by others						
	5. I plan in a way that provides direction at all levels (organisation, team and individual)						
	6. I ensure that strategies are in place and aligned to vision, values and objectives						
	7. I model the way by establishing a set of balanced, SMART objectives and milestones ³						
	8. I ensure that stakeholders are informed and appropriately involved in the envisioning process						
	9. I am adaptable and prepared to change plans as circumstances change						
	10. I create time and space for others to take in and understand the vision from their position						

² Commonly referred to as an “elevator speech”

³ **S**pecific, **M**easurable, **A**greed, **R**ealistic, **T**imebound



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Fundamentals	Statement of Leadership Practice	D/K or N/A	1 Very Poor	2 Poor	3 OK	4 Good	5 Very Good
People Building good relationships and motivating people as individuals and in teams	1. I act as a positive role model to others						
	2. I make sure others know and act in line with agreed values, attitudes and behaviours						
	3. I energise people by creating an atmosphere and environment they find enabling and empowering						
	4. I communicate what is expected of each individual in their role						
	5. I build appropriate, high quality relationships with my individual team members						
	6. I foster collaboration, mutual trust and cooperation across my team						
	7. I create a sense of common identity, commitment and optimism in the team						
	8. I take time out to support, develop and recognise people as individuals						
	9. I appreciate and give praise when a job is well done						
	10. I find ways to celebrate success e.g. small wins such as project milestones						



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Fundamentals	Statement of Leadership Practice	D/K or N/A	1 Very Poor	2 Poor	3 OK	4 Good	5 Very Good
Performance Providing resources, implementing plans, reviewing performance and getting great results.	1. I make sure that SMART plans are in place for individuals and teams ⁴						
	2. I ensure that policies, processes and resources are available to support plans						
	3. I know how plans will be achieved by ensuring everyone operates to an agreed form of 'plan-do-review' cycle						
	4. I get people to talk about plans and progress made against them, at regular intervals						
	5. I focus on getting results through people by supporting them and recognising that it is people who improve performance						
	6. I am clear about and communicate the specific role and tasks expected of teams and individuals						
	7. I ensure that activities are assigned to a 'responsible owner' to manage or perform						
	8. I offer support and guidance to my team members through regular one-to-one review sessions						
	9. I track performance and give people feedback on their performance						
	10. I make a point of periodically reporting back on performance, upwards, sideways and downwards						

⁴ Specific, Measurable, Agreed, Realistic, Timebound



My Unlocking Leadership Development Plan

Name:

Date:

Introduction

Use the following worksheet, below, to develop a personal Unlocking Leadership Development Plan. Draw on the Unlocking Leadership framework and any feedback you have received during the programme to help you reflect on your leadership proficiency. You might also seek inspiration, ideas and suggestions from the workshops, group discussion, your experience and any other sources you have been informed by.

If you have not already done so you are encouraged to seek feedback on your current practice to inform your development plan. Consider using self-assessment diagnostics from the www.stellarleadership.com website or maybe hold feedback conversations with others such as your line manager, a trusted colleague or indeed your team members. Be prepared to experiment and try new approaches. The important thing is to be prepared to make a commitment to personal change. In summary, you are being asked to:-

1. Self-assess your leadership proficiency using the Unlocking Leadership Questionnaire and seek feedback from others on a 360 degree basis
2. Reflect on the findings of the feedback
3. Make a commitment to personal change in the way you lead and manage
4. Hold a discussion with your line manager about your leadership development and any support you need
5. Complete and implement your Unlocking Leadership Development Plan with a date set for a review of progress.



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Unlocking Leadership Development Plan

Factor	Issues Arising from Self-Assessment and Feedback	
Personal Qualities	Active; integrity; personal values; self-confident; judgement; influence; make decisions; follow-up; emotional intelligence; spend time leading; take care of own wellbeing.	
	My Leadership Development Plan⁵	Review Date
Positioning	Scan the external environment; challenge; change; PEST/SWOT ⁶ ; social capital/networks; market intelligence; know who/know what; stay up-to-date.	
	My Leadership Development Plan	Review Date

⁵ Make it SMART

⁶ Political, Economic, Social & Technological and Strengths, Weaknesses, Opportunities & Threats



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Factor	Issues Arising from Self-Assessment and Feedback	
Purpose	Articulate vision and values; set goals; strategic priorities and objectives	
	My Leadership Development Plan	Review Date
People	Build good relationships; clarify expectations; team working; manage change; coach; communicate; motivate; engage; enable; empower/delegate; care for and value individuals.	
	My Leadership Development Plan	Review Date



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Factor	Issues Arising from Self-Assessment and Feedback	
Performance	Strategy alignment; full balanced scorecard with measures, targets and initiatives or action plan; team plan; individual plans; action; results; performance review; dealing with poor performance; recognising and appreciating.	
	My Leadership Development Plan	Review Date

