

## Stellar Leadership Questionnaire

### Introduction

This is a list of statements referring to qualities, skills and behaviours associated with Stellar Leadership. For each statement, score the appropriate rating as it applies to you. Before you do this, pause for a moment to reflect on each statement and try to justify your score based on feedback or some other evidence available to you.

### Personal Qualities

Demonstrating integrity, fairness, and character.

My Leadership Practice	1 Strongly Disagree	2 Disagree	3 In Between	4 Agree	5 Strongly Agree
1. I work to a strong set of values, especially in relation to integrity and fairness					
2. I am enthusiastic and positive about the organisation and its mission					
3. I am assured and astute in dealing with complex situations and issues <sup>1</sup>					
4. I am emotionally intelligent and I am seen as open and approachable in my role as a leader <sup>2</sup>					
5. I am prepared to act in a decisive manner to address difficult issues when they arise					

### Purpose

Looking to the future and ensuring shared vision, values and clear outcomes.

My Leadership Practice	1 Strongly Disagree	2 Disagree	3 In Between	4 Agree	5 Strongly Agree
1. I establish a clear sense of purpose (vision and outcomes) for team members					
2. I am clear about the specific results or outcomes the team needs to achieve					
3. I involve the team in conversations about planning for the future					
4. I engage the team on a regular basis to keep them informed on progress made					
5. I make sure that we are all clear about our team ethos and values and that we honour these					

<sup>1</sup> This is the ability to understand what you can and cannot control; when to take action; who is going to resist your ideas; and who you need on your side.

<sup>2</sup> See Appendix 1 for a short Emotional Intelligence test

## Positioning

Scanning the internal and external environment and formulating a winning strategy based on competitive advantage.

<b>My Leadership Practice</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 In Between</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. I continually scan and assess the wider environment for opportunities and threats					
2. I bring forward ideas and suggestions for discussion					
3. I stay up-to-date by networking with people/ stakeholders in the wider environment					
4. I am prepared to experiment with new things and take calculated risk					
5. I ensure that the organisation/team has an effective and up-to-date strategy					

## People

Building good relationships. Motivating and getting the best from people, as individuals and in teams.

<b>My Leadership Practice</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 In Between</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. I make sure others know and act in line with a shared vision and values					
2. I motivate people by creating an atmosphere and environment they find enabling and empowering					
3. I communicate what is expected of each individual in terms of their role and goal					
4. I foster collaboration, mutual trust and cooperation across team members					
5. I find ways to celebrate success e.g. small wins such as project milestones					

## Performance

Delivering results. Providing resources, implementing plans, reviewing performance and achieving outputs and outcomes.

<b>My Leadership Practice</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 In Between</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. I ensure that policies, processes and resources are in place to support plans					
2. I assign tasks to people and hold them to account for delivery and results					
3. I offer support and guidance to team members through regular review sessions					
4. I track performance and give people feedback on their performance					
5. I develop individuals by offering them challenging roles and new opportunities					

## My Stellar Leadership Development Plan

Based on your self-assessment, list the top three areas of leadership practice that you need to work on to become a better leader:

1.

2.

3.

Name:

Date:

Signature:

## Appendix 1

### Emotional Intelligence (EI) Questionnaire

Score this Emotional Intelligence (EI) Questionnaire below to get a measure of your emotional quotient, a recognised measure of your emotional intelligence. Read each statement and give it a score of 1-5 using the scoring criteria in the table below.

#### Scoring Criteria

Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	5

#	EI Questions	Score 1-5
A	I do not become defensive when criticised	
B	I handle setbacks effectively	
C	I manage anxiety, stress, anger and fear in pursuit of a goal	
D	I take and use criticism and other feedback to make me better	
E	I am positive about things	
F	I can stay calm under pressure	
G	I maintain a sense of humour	
H	I try to see things from another's perspective	
I	I recognise how my behaviour affects others	
J	I complain and air grievances with sensitivity	
K	I can listen without jumping to judgment	
L	I can freely admit to making a mistake	
<b>Total Score</b>		

## Feedback on Your EI Score

### Score 54-60                      Very Good EI

We are impressed. Congratulations on your exceptional EI. If you scored in this range, there is a slight caveat however. You are either extremely high in emotional intelligence or extremely low. How is this possible?

These results may reflect your high level of self-knowledge or a lack of it since you must be self-aware to assess yourself accurately. For this reason, self-awareness is the foundational competency of emotional intelligence.

You may want to seek clarification from a peer, co-worker or family member to validate how they feel you respond emotionally when you are under pressure. You've either made it to the top or have a long way to go.

### Score 42-53                      Good EI

Congratulations. You have high emotional intelligence. This is good news. EI counts for twice as much as IQ and technical skills combined in determining who will be a star performer and good leader.

Your level of EI has likely been and will be a driver of your high performance under pressure. Still, some areas to work on might be: while you are doing well, don't forget to take time out of your busy day-to-day activities to stop and reflect on the big picture, what gets you best results and how to maintain good relationships around you. If you fail to do this on a regular basis, you risk becoming caught up in the trivial and side-tracked by small details.

Yes, deadlines need to be met and goals achieved. But if you are working toward goals that are not in alignment with the agreed vision, values and greater purpose, you may become frustrated and demotivated when under pressure.

### Score 30-41                      Poor EI

People in this range often find themselves getting frustrated with their co-workers, even their loved ones, or holding in emotions and feeling stress and anxiety. They seem to have less of a 'buffer' for dealing with pressure change, difficult situations and relationships. You may be responding to life and its pressure with fear and insecurity rather than passion and purpose?

Emotional intelligence can be learned and improved – with big payoffs. Studies of entrepreneurs, leaders and employees at some of the world's top organisations, show that EI counts for twice as much as IQ and technical skills combined in defining who will be a star. Improving EI will result in better relationships, greater health and a happier outlook on life.

Self-awareness is the foundation of EI. Here some things to consider. What situations generally create pressure and stress for you? How are you handling these situations? What negative thoughts play over and over in your mind on a regular basis? Are these a true picture of reality? Are you afraid to share your needs and feelings with others? Are you taking care of everyone else – being a martyr – or acting 'the strong, silent type'?

If you have trouble expressing or sharing your emotional needs – if you regularly put others' needs before your own – that can lead to you feeling empty, frustrated, or unappreciated. Don't let this happen to you: express your key needs. It may be difficult at first, but research shows it will be a win-win.

So move into the 'zone of discomfort' to express those needs as this is one of the key steps to building emotional intelligence. Remember, life is 10% what happens to us and 90% how we respond!

### Score 12-29                      Very Poor EI

Your frankness is commendable. Although you may be technically gifted and have very high IQ, your EI is on the low side and you likely struggle to manage emotions when you are under pressure. It appears you may have some work to do.

If you scored in this range, you may find yourself getting angry and easily frustrated at people or keeping emotions inside and not expressing them. Either way, you may be feeling a lot of stress and anxiety, and losing sight of where you are in your work life.

Are you stopping to pause and wait to let strong emotions pass before you react? Are you allowing the 'winds' of change to direct you – instead of setting your own course based on some internal compass? Are you responding to work and its pressures with fear and insecurity rather than passion and purpose?

Don't despair. Emotional intelligence is not set at birth – it can be learned and improved. If life is 10% what happens to us and 90% how we respond, then we hold the power to create the work lives we want.