



Leadership Inventory

Marshall Goldsmith's book *What got you here, won't get you there* includes in it a Leadership Inventory tool. This is a useful reflective exercise to carry out, thinking about your own strengths and areas where you could be more effective.

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Thinking Globally</p> <ol style="list-style-type: none">1. Recognises the impact of globalisation on our business2. Demonstrates the adaptability required to succeed in the global environment.3. Strives to gain the variety of experiences needed to conduct global business.4. Makes decisions that incorporate global considerations.5. Helps others understand the impact of globalisation.	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Appreciating Diversity</p> <ol style="list-style-type: none"> 1. Embraces the value of diversity in people (including culture, race, sex or age). 2. Effectively motivates people from different cultures or backgrounds. 3. Recognises the value of diverse views and opinions. 4. Helps others appreciate the value of diversity. 5. Actively expands her/his knowledge of other cultures (through interactions, language study, travel etc). 	
<p>Developing Technological Savvy</p> <ol style="list-style-type: none"> 1. Strives to acquire the technological knowledge to succeed in tomorrow's world. 2. Successfully recruits people with needed technological expertise. 	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Building Partnerships</p> <ol style="list-style-type: none"> 1. Treats co-workers as partners, not competitors. 2. Unites his/her organisation into an effective team. 3. Builds effective partnerships across the company. 4. Discourages destructive comments about other people or groups. 5. Builds effective alliances with other organisations. 6. Creates a network of relationships that help to get things done. 	
<p>Sharing Leadership</p> <ol style="list-style-type: none"> 1. Willingly shares leadership with business partners. 2. Defers to others when they have more expertise. 3. Strives to arrive at an outcome <i>with</i> others (as opposed to <i>for</i> others). 4. Creates an environment where people focus on the larger good (avoids sub-optimisation or “turfism”). 	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Creating a Shared Vision</p> <ol style="list-style-type: none"> 1. Creates and communicates a clear vision for our organisation. 2. Effectively involves people in decision –making. 3. Inspires people to continue to achieving the vision. 4. Develops an effective strategy to achieve the vision. 5. Clearly identifies priorities. 	
<p>Developing People</p> <ol style="list-style-type: none"> 1. Continuously treats people with dignity. 2. Asks people what the need to do their work better. 3. Ensures that people receive the training they need to succeed. 4. Provides effective coaching. 5. Provides developmental feedback in a timely manner. 6. Provides effective recognition for others’ achievements. 	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Empowering People</p> <ol style="list-style-type: none">1. Builds people’s confidence.2. Takes risks in letting others make decisions.3. Gives people the freedom they need to do their job well.4. Trusts people enough to let go (avoids micromanagement).	
<p>Achieving Personal Mastery</p> <ol style="list-style-type: none">1. Deeply understands her/his own strengths and weaknesses.2. Invests in ongoing personal development.3. Involves people who do not have strengths that he/she does not possess.4. Demonstrates effective emotional responses in a variety of situations.5. Demonstrates self-confidence as a leader.	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Encouraging Constructive Dialogue</p> <ol style="list-style-type: none"> 1. Asks people what he/she can do to improve. 2. Genuinely listens to others. 3. Accepts constructive feedback in a positive manner (avoids defensiveness). 4. Strives to understand the other person’s frame of reference. 5. Encourages people to challenge the status quo. 	
<p>Demonstrates Integrity</p> <ol style="list-style-type: none"> 1. Demonstrates honest, ethical behaviour in all interactions. 2. Ensures that the highest standards for ethical behaviour are practice throughout the organisation. 3. Avoids political or self-serving behaviour. 4. Courageously “stands up” for what she/he believes in. 5. Is a role model for living our organisations values (leads by example). 	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Leading Change</p> <ol style="list-style-type: none"> 1. Sees change as an opportunity, not a problem. 2. Challenges the system when change is needed. 3. Thrives in ambiguous situations (demonstrates flexibility when needed). 4. Encourages creativity and innovation in others. 5. Effectively translates creative ideas into business results. 	
<p>Anticipating Opportunities</p> <ol style="list-style-type: none"> 1. Invests in learning about future trends. 2. Effectively anticipates future opportunities. 3. Inspires people to focus on future opportunities (not just present objectives). 4. Develops ideas to meet the needs of the new environment. 	

Leadership area	Reflections – What are your strengths? What might you need to do to be more effective?
<p>Ensuring Customer Satisfaction</p> <ol style="list-style-type: none"> 1. Inspires people to achieve high levels of customer satisfaction. 2. Views business processes from the ultimate customer perspective (has an “end to end” perspective). 3. Regularly solicits input from customers. 4. Consistently delivers on commitments to customers. 5. Understands the competitive options available to her/his customers. 	
<p>Maintaining a Competitive Advantage</p> <ol style="list-style-type: none"> 1. Communicates a positive “can do” sense of urgency towards getting the job done. 2. Holds people accountable for their results. 3. Successfully eliminates waste and unneeded costs. 4. Provides products/services that help our company have a clear competitive advantage. 5. Achieves results that lead to long-term shareholder value. 	