



Are You a Developmental Leader?

Complete the following 11 questions and score them as instructed below. To what extent would others describe you in each of these 11 skills areas?

1. Needs to exceed.

Demonstrates a sustained passion to succeed, willingly steps up to significant challenges, sets high standards, driven to achieve results, conveys a sense of urgency, and holds self accountable for adding value.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

2. Helps others succeed.

Supports others by providing constructive feedback, coaching, using a process to see that others are developed and provides developmental resources.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

3. Courageous

Willing to stand up and be counted. Steps forward to address difficult issues, puts self on the line to deal with important problems, stands firm when necessary, doesn't hold back anything that needs to be said, is not afraid to take negative action when appropriate.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

4. Leads

Creates a vision and purpose, which others buy into and share. Takes actions that inspire confidence that the vision is being achieved. Sets clear and compelling goals that serve as a unifying focal point of efforts – often creating immense team spirit. Good enough never is.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

5. Customer Focused

Creates sustained partnerships with customers (internal and external) based on a thorough first-hand understanding of what creates value for them, continually searches for ways to increase customer satisfaction.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

6. Team Builder

Champions teamwork, creates an environment in which teams are used appropriately, their development is supported, and they are generally successful, fosters collaboration among teams, creates a feel of belonging in the team.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

7. Principled

Inspires trust through ethical behavior, shows consistency between principles, values, and behavior, is authentic. Consistently lives, breathes, and expresses their principles in all that they do.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

8. Change Agent

Acts as a catalyst of change and stimulates others to change, challenges the status quo and champions new initiatives, manages implementation effectively.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

9. Eager Learner

Learns from experience, learns quickly, a versatile learner, actively pursues learning and self-development.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

10. Values Others

Shows and fosters respect and appreciation for each person whatever their background, race, age, gender, disability, values, lifestyles – makes others feel valued for their ideas and contributions regardless of differences, seeks others' points of view, recognizes their contribution and make people feel appreciated.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

11. Relationship Builder

Initiates and develops relationships with others as a key priority, uses informal networks to get things done, relies more on ability to influence than hierarchical relationships.

- A. This is not me
- B. Sometimes this is me
- C. This is definitely me

Scoring

A = 1 point

B = 3 points

C = 5 points

Your Score: _____

11 – 21 Not-So-Much a Developmental Manager

If presently a manager, you must be very frustrated and you yearn for the good ole days. Sorry, they weren't so good and they never will return. Have you considered a non-managerial position?

21 – 43 Almost a Developmental Manager

You must be torn between holding on to the past or following the skills exhibited by your past superiors and doing what you think is right – sometimes you do and sometimes you don't. What you need is more consistency – trust yourself, you are on the right road. Look for opportunities to sharpen your skills so you can be more confident by using them all the time, not just some of the time.

44 – 55 Definitely a Developmental Manager

Your skills will put you in good stead for the future. Don't relax, keep learning and adapting, who know what the future will bring. A safe bet is that it will be different but, you like these kinds of challenges.