**Leadership Audit Questionnaire**

#1 – Primary focus on Audits with Board, peers and first-line reports

Scoring: -1 = Non-existing, 1 = lowest possible activity, 2 = below satisfaction, 3 = to satisfaction, 4 = very pleased, 5 = outstanding/ beyond call of duty

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| ***Do I Do My Best to …*** | | **Past 3 Months** | | | | | |  | |  | |  | | **Past 2-4 Weeks** | | | | | |
| ***Do I do My Best…Performance Leadership*** | **-1** | | **1** | **2** | **3** | **4** | **5** |  |  | |  | | **-1** | | **1** | **2** | **3** | **4** | **5** |
| **Visionary Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Develops a clear direction and "picture" for the future of the business? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Creates a long term, big picture view of the business? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Changes established thinking? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Creates a climate that supports future based thinking, analysis, and decision-making? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Drive for Results** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Focuses on driving sale results and volumes? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Focuses on driving bottom lines results? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Sets and pursues general aggressive business goals.? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Drive up our customer satisfaction Index? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Conducts operational excellence improving productivity? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Monitors and addresses team and organizational performance issues.? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Technological Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Understands and drives the strategy to use technological tools, instruments, and communications of the highest technological advances? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Financial Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Understands and applies key financial information in the development of; |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …strategy? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …allocation of resources? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …capital expenditures? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …overall corporate decision-making? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Effectively allocates resources through the development and analysis of income and expense budgets? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Able to analyze the numbers associated with; financial statements and balance sheets? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Cross-Functional Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Maximizes value by ensuring that all decisions and practices add superior value |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Effectively builds cross-functional capabilities through strategic alliances |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Effectively encourages cross-functional partnerships in achieving corporate goals |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Depth of Industry Knowledge** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Is a consummate consumer of industry information/ competition? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Teaches (shares) with others information, knowledge, and industry best practices |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Political Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Understands the dynamics of political systems and power relationships within the organization (including maintaining relationships at all levels of the organization) |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Fosters a culture that minimizes the negative aspects of political infighting |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Outside the organization - strategically asserts political power and influence to achieve goals and objectives |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Cooperating with union/ work council relationships |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Being company spokesperson |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Strategic Problem Analysis** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Analyzes situations, identifies alternative solutions, and develops specific actions; |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Decision Making** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Makes high quality decisions when required |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Thinks and plans strategically. |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| ***Do I Do My Best in…Change Leadership*** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Entrepreneurial Leadership** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Refine/ develop/ “re-locate” our value proposition? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Seeks opportunities to expand existing businesses? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Take strategic risks in entering new markets, developing new products, and funding new business ventures? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Driving Strategic Direction** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Identifies and communicates achievable organizational strategies and initiatives |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Identifies potential risks and opportunities to achieve business goals and objectives |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Aligning our organizational structure and effectiveness to context of our customers, competitive situation – and strategic direction? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Driving Change** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Drives innovation, change and diligent project management? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Creates and inspires innovative ideas, technologies and processes |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Values and creates opportunities for innovative thinking that leads to the development of new products or services |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Understands the need to allocate time, energy, and financial resources to creating a culture of innovation |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| ***Do I Do My Best in…Interpersonal Leadership*** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Building Strategic Relationships |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Builds and maintains effective and collaborative relationships with diverse stakeholders, herein; |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …the board of directors/ advisory board? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …the executive management team? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …employee council? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …key customers? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …financial advisors? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …legal advisors? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …suppliers? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …industry councils/ legally allowed industry forums? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …M&A opportunities? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| …? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Empowering Others** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Inspires extraordinary performance by fostering empowerment |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Motivates others to achieve superior business performance by supporting autonomy and independence |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Supports risk taking and innovation |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Team Building** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Creates and develops motivated, cohesive, and high performance teams? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Interpersonal Effectiveness** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Manages interpersonal relations in a cooperative, sensitive and collaborative manner? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Seeks to listen and understand diverse viewpoints? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Expresses sensitivity and empathy towards others? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Communication/ Presentation** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Presents individual and organizational viewpoints to groups in a clear and persuasive manner? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Able to express written and oral thoughts in a clear and concise manner? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Influence/Negotiation** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Negotiates and effectively resolves interpersonal differences with others? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| **Coaching/Talent Development** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Attracts, selects, and retains talent? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Effectively coaches, trains and develops others? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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| ***Do I Do My Best in…Personal Leadership*** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Self-Development** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Manage one's own time, energy and abilities for continuous personal growth and maximum performance |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Role-modelling leadership of our business, values and leadership characteristics? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Adaptability/Flexibility** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Maintains balance and performance under pressure and stress? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Effectively copes with ambiguity and change in a constructive manner? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| **Engenders Trust** |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Acts with courage? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Confronts difficult issues and takes constructive and responsible action? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Acts with integrity? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
| Displays honesty and candor? |  | |  |  |  |  |  |  |  | |  | |  | |  |  |  |  |  |
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**Leadership Audit Questionnaire**

#2 – Primary focus on audits with first-line reports and skip-level employees

Scoring: -1 = Non-existing, 1 = lowest possible activity, 2 = below satisfaction, 3 = to satisfaction, 4 = very pleased, 5 = outstanding/ beyond call of duty

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| ***Do I Do My Best to …*** | **Past 3 Months** | | | | | |  |  |  | **Past 2-4 Weeks** | | | | | |
|  | **-1** | **1** | **2** | **3** | **4** | **5** |  |  |  | **-1** | **1** | **2** | **3** | **4** | **5** |
| **Subject “Me for You”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Be a good coach? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …conduct regular one-on-ones, presenting solutions to problems tailored to your specific needs and strengths? | * d |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …provide specific, constructive feedback - balancing the negative and positive? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To empower you and not micromanage? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …balancing giving freedom to you – and being available for advice? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….make stretch assignments to help you tackle current big problems? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Express interest in your success and well-being? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …do I also take an interest in your life outside work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …do I also take an interest in your life outside work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To not be a sissy and insist on production and results? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to focus on what you can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to focus on what we as a team can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …by helping to prioritize work |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …by using seniority to remove roadblocks with stakeholders? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To be a good communicator and to listen to you? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to actively listening? To care about concern of yours? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….to share information and updates? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….to be straightforward in messages and goals for you, and your team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To help you with your development? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to discuss and evaluate performance regularly? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to look for options and way to learn and grow? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To have a clear vision/ strategy/ plans? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …always to make sure you work towards the right goals, also in times of turmoil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …involve you and the team in setting and evolving targets? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Have the technical skills to help you and the team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….ask; “Is there anything I can help you with?” |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …roll up the sleeves and help out when needed? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …a can-do attitude to achieving? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …understand the specific challenges at work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Collaborate across the company |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …making sure everyone across the company is duly updated on status and challenges |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …make good use of resources across the company, also to avoid burn-outs in specific areas due to peaks |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Be a strong decision maker |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …not being the bottleneck with swift answers and decisions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| … show I can make hard decisions/ priorities, also at personal pain |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject “Me”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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