**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** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| The future business: - Develop a clear, long-term direction and "picture" - Challenge existing thinking - Create a climate that supports future based thinking, analysis, and decision-making? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **Drive for Results** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| - Set tough-to-reach goals? - Continued focus on driving topline results, sale and volumes? - Focus on bottom results?  - Care deeply for customer satisfaction? - Focus on operational excellence improving productivity? - Focus on team and operational performance issues? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **Technological Leadership** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| To make the business strategy succeed: - Use technological tools, instruments, and communications of the highest technological advances? - Allocates financial and human resources to acquire and utilize the most appropriate technologies? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **Financial Leadership** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| - In depth understanding of balance sheet, P/L, cash flow and others – and how to impact them? - Effectively allocate financial resources  - Effectively use financial information in developing strategy, tactical and operational plans and daily decision making etc? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **Cross-Functional Leadership** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| - Encourages cross-functional capabilities and partnerships to achieving corporate goals |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **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. |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| **Decision Making** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| - Makes high quality decisions when required - Involves all relevant parties in decisions vertically and horisontally |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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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 - alues 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*** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| - Initiates and cultivates internal and external networking relationships that foster both individual and organizational goals - Stakeholder relationships to relevant parties; The board of directors/ advisory board? Executive management team? Employee council? Key customers? Financial/ 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 |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **Team Building** |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
| Creates and develops motivated, cohesive, and high performance teams? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **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? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **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? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **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? |  |  |  |  |  |  | |  |  | |  | |  | |  |  |  |  |  | |
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| **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”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Am I a good coach – who… |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Conducts regular one-on-ones, presenting solutions to problems tailored to your specific needs and strengths? | * d |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Provides specific, constructive feedback - balancing the negative and positive? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I empowers you and not micromanage? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Balances giving freedom to you – and being available for advice? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Makes stretch assignments to help you tackle current big problems? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I express interest in your success and well-being? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Takes an interest in your life at work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Also takes an interest in your life outside work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Am I a sissy who insists on production and results? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Focuses on what you can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Focuses on what we as a team can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Helps to prioritize work |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I use seniority to remove roadblocks with stakeholders? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Am I a good communicator who listens to you? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Actively listening?  - Cares about concern of yours? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Shares information and updates? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Straightforward in messages and goals for you, and your team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I help you with your development? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Discusses and evaluate performance regularly? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Looks for options and way to learn and grow? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I have a clear vision/ strategy/ plans? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Always makes sure you work towards the right goals, also in times of turmoil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Involves you and the team in setting and evolving targets? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Do I have the technical skills to help you and the team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Ask; “Is there anything I can help you with?” |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Rolls up the sleeves and help out when needed? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Shows a can-do attitude to achieving? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Understand the specific challenges at work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Collaborate across the company |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Makes sure everyone across the company is duly updated on status and challenges |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Makes good use of resources across the company, also to avoid burn-outs in specific areas due to peaks |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Am I a strong decision maker |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Not being a bottleneck with swift answers and decisions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| - Shows I can make hard decisions/ priorities, also at personal pain |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject “Me”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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