



THE BUSINESS LEADERSHIP ACADEMY

Leading Leaders

- Being Chief Leading Officer
of People and Culture!

Creating Meaning, Hope and Performance
in Your Organisation

Leadership Capital Index
Questionnaire

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Leadership Capital Index

Individual Assessment with Five Elements

Scoring 1-10

Element	To what extend does your *) or **) posses...	*) Your top leader	**) Your senior leadership team
1. Personal Proficiency	Have the required personal characteristics to be effective?		
2. Strategist	Have a point of view about the future and strategic positioning?		
3. Executor	Make things happened or deliver as promised?		
4. People Manager	Build competence, commitment, and contribution of employees at all levels?		
5. Leadership Brand	Fit actions or behaviors with stakeholders and other expectations?		
	Total		

Leadership Capital Index

Organization Capability Assessment with Five Elements

Scoring 1-10

Element	To What Extend Do Our Leaders...	Rating
6. Cultural Capabilities	Create and effective culture that matches customer expectations?	
7. Talent Management	Manage the flow of talent into, through and out of the organization?	
8. Performance Accountability	Create a performance management process that reinforces right behaviors?	
9. Information Flow	Manage information flow to gain information asymmetries	
10 Work Processes	Create organization and work practices that align strategy	
	Total	

Leadership Capital Index

Individual Domain with 5 Elements and Twenty-Eight Items

Scoring 1-10

Element	To what extent does your *) or **) posses...		Possible Indicators	How to Assess
1. Personal Proficiency	1) Relevant experience and performance		What is the free cash flow of the leader's business compared to that of competitors over time? How successful has the leader been at meeting performance commitments in previous assignments? What has the leader's career path been? Similar or different assignments? Safe assignments or risky ones?	Look at balance sheet of leader's business over time Review career history and performance review goals set, and results delivered Profile leader's career mosaics
	2) Physical presence and vitality		Does the leader maintain adequate diet, exercise and sleep habits? Does the leader have a current physical exam? Does the leader have the vitality to meet the demands of the job?	Look at insurance policies for leader and assess how well the leader meets requirements of these policies Determine if leader has regular and thorough physical exams. Evaluate subjective presence at first impression and beyond
	3) Sense of personal well-being and identify		Does the leader have a personal identify that matches personal strengths and needs of the business? How does the leader handle emotional demands and stress? Does the leader manage ego, balancing confidence and humility? Does the leader often talk in terms of "I" messages or "we" messages?	Ask others about leader's reputation and identity, or source from media Observe leader in stressful situation Listen for "I" versus "we" messages
	4) Ability to make other feel better and multiply their work		Is the leader a network builder? That is, is the leader someone who knows and is known by thought leaders in the industry? Does the leader share or take credit for success? Accept the blame or blame others for failure? Were the people around the leader chosen to make up for the leader's weakness or to make the leader look good by comparison? Does the leader make others feel better about themselves after an interaction? Does the leader have a 5:1 positive-to-negative comment ratio?	Interview industry thought leaders about the reputation of targeted firm leaders Look at composition of team and direct reports Observe the leader interacting with others
	5) Strong values and ethical judgement		Does the leader encourage a code of ethics to shape behaviour in the company? Doe the leader evokes personal trust from key stakeholders? Does the leader create a sense of meaning in the work place?	Audit litigation patterns Listen for how employees talk about leaders and their ability to engender trust Listen for how employees describe their work
	6) Ability to learn, be resilient, grown and show grit		How does the leader handle failure? How resilient is the leader? How committed is the leader to learning? How able is the leader to accept new ideas or approaches?	Find out how the leader dealt with a failure Ask the leader about current lessons
	Personal proficiency total	= /6 =		

Element	To what extent does your *) or **) posses...	r	Possible Indicators	How to Assess
2. Strategist	1) Have an overall strategic approach		Do I have a strategic blueprint that captures all the elements of strategic proficiency? Do I (regularly) apply this framework?	Ask for strategic documents Monitor review process for strategy
	2) Understand external drivers		Do I have a framework for thinking about future trends that might shape our industry? Do I source information about business trends? Do I from customer service to anticipation by foreseeing what customers may want in the future?	Interview leaders on trend in the industry and why the occur Ask leaders for names of industry leaders to see their connection Examine innovation premium and reputation Which customers do leader spend time with?
	3) Position the organization for the future		Can I articulate in a few words how we are positioning to win in the future? Am I seen as thought leaders or strategic pioneers in the industry? Do I evolve our strategy to be consistent with emerging industry trends	Ask leaders to articulate their future strategy. Listen for clarity Ask others in the industry who are industry pioneers Ask leaders to trace of evolution of strategy
	4) Turn aspiration to action through systems		Do I turn strategic direction into day-to-day choices? Do I have a framework for what choices should be made to make strategy happen? Do I spend time on the key choices that move strategy forward?	Ask leaders to lay out key choices for implementation of strategy How comprehensive is their framework?
	5) Engage and communicate with employees		Do I/we link our daily behaviour to the strategy (line of sight and personalization) Am I/ are we committed to the strategy Do our employees understand and are they able to repeat the strategy (tag line, story, narrative?)	From engagement survey, test employee commitment to strategy Interview some random employees to test their understanding of strategy
	6) Manage the process of strategy creation		Do I/we involve other people in crafting the strategy Do I encourage dissent and dialogue in creating and implementing the strategy? Do I run experiments and build in learning to improve the strategy	When leaders are asked about strategy how much do they talk about the process versus context? How many employees were involved in the strategy? Can leaders share failures and what they learned?
	Strategist total	= /6 =		

Element	To what extent does your (*) or (**)) possess...	r	Possible Indicators	How to Assess
3. Executor	1) Recognize and create need for execution		Do I build a comprehensive rationale for how to make sure strategies are executed? Do I use analytics to build a business case for disciplined execution? Do I anticipate resistance to strategy execution and address the problem areas in advance?	Survey employee commitment to strategic change. Look for both overall score and variance around the score Interview leaders on their business case and determine thoroughness of their business case
	2) Focus on priorities		Do I know how to move from creating options to determining priorities? Do I ensure that we share a common set of priorities? Do I/we spend time on the top priorities?	Ask leaders how they go about setting priorities. Alternatively, ask them to divide points against choices. Interview team member about top priorities to see if there is a consensus Examine leaders' calendars to see where they spend their time
	3) Ensure clear accountabilities		Do I have clear ideas about what I expect from others? Do I follow up on what people promise they deliver?	Ask leaders to report what they are personally accountable to do and deliver. Compare results from others Who have the leaders fired and why? Ask subordinates when they last had a follow-up session on goals
	4) Manage decision making or governance		Do I manage the content of decisions by breaking big projects into specific choices? Do I have a (decision) protocol for who is involved and how they go about getting decisions made? Do I appropriately involve people in the daily decision making?	Ask leaders to share how they go about making decisions; see if they follow a protocol Ask leaders the key decisions to be made and see if they have choices in each category See if the leader follows the guidelines in the protocol in making decisions
	5) Influence others to mobilize commitment		Do I see how strategies, choice and projects will benefit others? Do I transfer personal ownership for success to others? Do I influence others through information, behaviour, or reinforcement so that others get what they most want?	N/A
	6) Adapt quickly		Am I willing to try something even if not fully finalized? Do I learn from failures and incorporate insights into the next project? Do I focus on speed and move quickly?	N/A
	Executor total	= /6 =		

Element	To what extent does your *) or **) possess...	*)	**	Possible Indicators	How to Assess
4. People Manager	1) Have a positive people philosophy and behavior			Is my ratio of positive to negative comments about others 5:1? Do I serve as talent magnets who attract and retain people we work for us? Do I generally have a positive (reinforcing, abundant) or a negative (belittling, deficit-creating) style?	Interview leader and their associates about how they treat people; look specifically at critical incident Look at employee surveys, social media sites and reputations
	2) Know and trust his /her people			What is the average tenure of key colleagues? Do I know and have relationships with individuals two (or three) levels below my position in the organizations? Do I mingle easily with them? Do I behave in ways that engendered trust?	Look at time-in-position records for key roles to see if those who report to leaders are retained Observe the leader in social settings (lunchrooms, town hall meetings) Interview subordinates about how they perceive the leader
	3) Attend to his/ her personal succession			How willing am I to address succession issues? Do I work to define the future requirements for each position? Do I nurture possible candidates to prepare them for future responsibilities?	See if leaders can name succession candidates and discuss strengths and weaknesses of each Interview leaders to determine knowledge of succession process
	4) Coach and mentor others			Do I intentionally coach or mentor two to three people? *) *) Can I highlight the activities have they work on in the last thirty, sixty, ninety days? Do I believe more in the command-and-control style or the coach and communicate style? Do I ask more questions or give more directives?	Ask leaders who they are coaching and interview those they name Look at leaders' 360-degree feedback for questions related to coaching style
	5) Excel at communication?			Do I connect personally and adapt my message to their audience? Do I capture people's attention and inspire people to take action? Do I have credibility as communicators because of content and process of communicating?	Observe leaders in communication forums Find out how leaders communicate in person, online, in videos, or by other means Interview or survey employees for leaders' ability to communicate
	6) Understand and use teams			Do I appreciate the multiplication factor and importance of teamwork? Do I consistently and appropriately use teams to accomplish work? Do I audit team processes to make sure each team is working well?	Observe leaders directing their own teams Review reports of whatever team audits leaders might have done
	People Manager total	= /6 =			

Element	To what extent does your *) or **) possess...	*)	**	Possible Indicators	How to Assess
5. Leadership Brand	1) Customer expectations: Have leadership brand			How much overlap is there between our company's brand as promised to customers and my leadership competency used? How much overlap is there between our company's brand as promised to customers and investment in leadership training and performance standards?	Examine firm brand and compare with leadership competencies, senior leaders training content, and performance standards Audit who creates the firm brand and leadership competence and development tools
	2) Strategic goals: Match to strategy			Does I ensure consensus about the strategic priorities in the strategic options matrix? Do I ensure investment activities are aligned with the requirements of the strategic option?	Interview or survey key executives about strategic options Examine the leadership competency model and investment activities for their content
	3) Life Cycle: Fit with organizational stage			Am I aware of the unique challenges of their organization stage? Do I have the ability to evolve my leadership from one organization stage to the next? Am I consciously moving our organization through the current stage and into the next?	Interview leaders about the unique challenges of their organization in this evolutionary stage Identify competitors in this stage and compare leaders Assess leaders' ability to grow to next stage
	4) Community: Have strong community reputation			Do I adapt my styles to work in different cultures – countries/ customers? Do I work to become part of a broader community network?	Do content analysis (big data analytics) of leader and firms Examine the community involvement of leaders and their social network presence
	5) Values: Embody organizational values			Can I repeat the values of the company (What the company stands for) without help Can I point to a specific incident or decision affected by values in the last thirty days? How will employees rate my role as a meaning maker?	Interview members of the leadership team and keep track of how many can repeat the company value statement and can describe an incident where their action was affected by value Review employee surveys or social media commentary on leaders' ability to make work meaningful and to personally act consistently with firm values
	Leadership Brand total	= /5 =			

Leadership Capital Index

Organizational Capability Human Capital Assessment with 5 Elements and Twenty-Nine Items

Scoring 1-10

Element	To what extent do our leaders...	Rating	Possible Indicators	How to Assess
5. Cultural Capability: Create an effective culture that supports strategic capabilities	1) Leaders recognize need to build capabilities		Definition Stage One: How has the market valued the company's intangible assets over time? Do leaders talk about culture as part of the success of the company? Are cultural assessments woven into formal decision-making and planning processes?	Look at price/earnings or price/book) ratio of firm compared to competitors over a ten-year period Examine how often culture is mentioned in letters to shareholders, annual reports, public leadership forums and planning processes.
	2) Leaders set capabilities priorities		Definition Stage Two: Does the firm have a regular process for doing capability audits? Does the firm prioritize key capabilities? Does the firm have a capability implementation plan?	Determine if the firm prioritizes capabilities where it wants to exceed industry average Examine the capabilities implementation plan
	3) Leader equate culture with identify in customers' mind		Definition Stage Three: Does the firm have the right culture for future success? Does the internal culture reflect external customer expectations or brand promises?	Measure the overlap between firm brand and internal culture and values
	4) Create a clear intellectual agenda about a shared culture message?		Does the firm have a unity of identity about its cultural message? Does the firm have redundant communications to share the cultural message? Do employees and customers recognize and resonate with the cultural message?	Create a unity score among executive team of the top three things the firm wants to be know for by customers in the future Examine communication processes to see if similar messages are shared in multiple ways.
	5) Establish a behavioural agenda with employee actions aligned to culture?		Do employees personally define how their own behaviours reflect the desired culture? Does the desired culture show up in the day-to-day employee activities? Do employees take personal ownership of the culture (referring to "my culture", not "managements culture")?	Ask cross-section and cross-level groups of employees what they think the culture is. Ask employees how much their personal behaviours reflects the culture Listen to how employees talk about the culture
	6) Embed process agendas with HR practices aligned with culture?		Do management practices in financial allocation, strategic planning, operational performance, and human capital reflect and reinforce the culture?	Examine management practices to see if they encourage and sustain the chosen culture Determine the extent to which targeted customers participate in human capital practices
	Cultural Capability total	= /6 =		

Element	To what extend do our leaders...	Rating	Possible Indicators	How to Assess	
7.Talent Management: Manage the flow of people	1) Demonstrate overall commitment to talent management?		Do I allocate attention (time, energy money) to talent management activities? Do I make benchmark with competitors on productivity of our employees? Do I have a rigorous – and constant - process to promote employee productivity?	Interview leadership about their commitment to talent Track labor productivity scores by industry Monitor predictive analytics of employee, customer and financial data Monitor reputation of talent management ranking	
	2) Bring people in: Acquire new talent into the organization?		Have I created/ Do I use a rigorous talent acquisition process? Do I have a reputation for attracting top talent (a strong value proposition)? Do I follow a rigorous process to ensure the shortest time-to-productivity for new employees?	Examine the talent acquisition process to see if the company follows the planned steps Track the number of qualified applicants per advertised position Look for other indications of the company's reputation as a place to work Find out how long it takes, on average, before new employees are fully productive	
	3) Move people through: Develop current talent?		Do I have fixed/ allocate funds for training and development budget per employee How well do I encourage employees to develop through experience? How innovative am I in stimulating training programs at work and development outside work?	Monitor training budget. Examine percentage of key employees who have an individual development plan and review content of plans Audit development on the job, training and off-work activities	
	4) Move people through: Prepare future successors?		Have I produced a strong talent pipeline in the company? Do I follow a regular annual process for anticipating future key positions and reviewing how key people can be prepared for those positions (a rigorous succession planning process)? Do I take primary responsibility for succession, or do I leave it to staff groups?	Track back up ration for key leadership positions Note what percentage of key leadership positions are filled from inside and from outside, and whether this is according to plan or a matter of happenstance	
	5) Move people through: Build commitment?		Do I regularly track and use employee engagement indicators? Have I produced and actively use an employee value proposition*? (EVP) is the unique set of benefits which an employee receives in return for the skills, capabilities and experience they bring to a company) (*	Review the engagement process, survey scores, and use of information. Review the formal employee value proposition and determine if there is an accepted framework for engagement	
	6) Take people out: Manage retention of key people?		How many regrettable losses of talented employees have we had in the past 12-24 months? Is there a pattern, and a pattern where I am involved? Do I follow a thorough talent retention strategy?	Examine voluntary turnover by job category and level Interview to identify regrettable losses and causes Review depts of retention strategies	
	7) Take people out: Remove poor performers?		Am I willing to have difficult conversations with poor performers (within regulatory and contract constrains)	Identify past poor performers and ask leaders how they have dealt with them Interview poor performers who have left and ask how they feel they were treated Interview current employees to determine how poor performers are treated – for example, can they slide along without improving their performance?	
	Talent Management total	= /7 =			

Element	To what extent do our leaders...	Rating	Possible Indicators	How to Assess
8. Performance Accountability: Reinforce Desired Behaviour	1) Demonstrate an overall commitment to performance accountability?		How well do I live up to the grand promises of performance of our company? How much variance is there in financial performance against guidance which I'm directly involved, or that can be assigned to my behaviour? How well do I hold my employees accountable for meeting or missing goals?	Examine public perceptions of brand promises and net promoter scores Track variance in guidance versus results over time compared to competitors Find out what happens to low performers
	2) Engage in positive accountability conversation?		How many employees have had a positive accountability conversation with me within the last year? How well am I trained to have ongoing positive conversations? How do employees feel about my (potential) accountability conversations?	Survey employees to determine if they have positive conversations about performance, and how often Interview leaders about how they do performance conversations to see if they are positive or negative
	3) Establish clear standards of what makes good performance?		How many of my direct reports see how their personal work fits with the overall organization strategy? How many of my direct reports have a clear understanding of what defines effective performance? How many of my employees become involved in defining their expectations and standards for effective performance?	Determine the percentage of employees who know what is expected of them for good performance and who can link their day-to-day behaviors to organization outcome Ask employees how their performance outcomes are determined, through participation or prescription
	4) Link standards to reward?		What percentage of executive compensation pay outs are linked to the top five performance commitments? To what extent are bonus and incentives tied to the interest of shareholders?	Determine the percentage of employees who receive regular performance review Track the extent to which executives' bonuses match strategic intent Compare total shareholder return to CEO pay relative to peers over one and five years
	5) Create reward systems that drive behaviours?		To what extent have I tied executive incentives to business strategy? To what extent do our executives have their personal net worth tied to investor objectives (for example, with stock option?) To what extent do employees throughout in the organization share in the gains of the organization?	Examine the extent to which compensation systems tie to total shareholder return for long-term incentives Track percentage of team members with salary at risk based on performance Ensure that executives have personal ownerships in the firm Examine the depth of profit sharing or equity ownership throughout the organization
	6) Follow up on performance?		In my follow ups, to what extent do I focus on what is right more than what is wrong in their follow up? To what extent do I help my direct reports learn from mistakes rather than punish them? To what extent do I have timely performance conversations when things need improvement?	Survey the extent to which employees perceive leaders as qualified at follow up? Probe when something has gone wrong to see who leaders respond.
	Performance Accountability total	= /6 =		

Element	To what extend do our leaders...	Rating	Possible Indicators	How to Assess
9 Information Flow: Use information for Impact	1) Demonstrate an overall commitment to information?		Do I promote our organization to have an information bias and culture, so that people make decisions based on information? Do I support our company to have a strategy of how to access and use information? Do I ensure we invest in integrated information technology? Do I ensure that our organization have state-of-the-art information security disciplines?	Examine recent key decisions and assess what information was used to make the decision Review the information strategy to see if it meets the criteria of good information Compare information budget per employee with that of competitors Bench mark information security with latest information risk control practices
	2) Use information for puzzle solving (Structured information)		To what extend do we have regular reporting mechanisms to monitor performance? To what extend does the organization solve problems with regular information?	Review regular reports to see if they deal with current information Audit the value of the reports generated each month
	3) Use information for mystery discovery (Unstructured information)		How much do leaders socially connect with thought leaders in their field? How well does the organization source information on unsolved problems or concerns in its field? How easily do people bring new ideas to the leadership team?	Audit the external social connections of key leaders Determine if the organization has a reputation for thought leadership and new ideas Ask leaders which problems are yet to be solved
	4) Demonstrate information transparency?		How well does the organization share information, both electronically and socially? How well does the organization share the right information about what matters most? How well does the organization handle bad news and internal disagreements and learn from them?	Audit the use of technology to share information. What percentage of employees use technology? Determine how much priorities area shared throughout the organization Ask employees what they think the priorities are Ask about times when something did no go well and audit how leaders responded
	5) Rely on information for decision making?		Can executives prioritize key choices and decisions they need to make to be effective? Does the organization use eth right information to make essential decisions?	Determine the alignment of strategies and decisions with information being generated Examine the decisions processes to see how people use information
	6) Manage the flow of information across boundaries?		How well does the organization share information across outside-in boundaries? How well does the organization share information across side-to-side (horizontal) boundaries? How well does the organization share information across top-to-bottom (vertical) boundaries? How well does the organization share information across global boundaries?	Examine how ell customer expectations are tied to employee actions Finde out how many people are cross-functional teams Determine how well ideas are shared across regional and national boundaries
	Information Flow total	= /6 =		

Element	To what extend do our leaders...	Rating	Possible Indicators	How to Assess
10.. Work Processes: Organize to Cope With Increasing Change	1) Demonstrate commitment to managing paradoxes of work?		Do leaders have the ability to see multiple sides of an issue? Do leaders address paradoxes but still make decisions? Do leaders encourage diverse points of views before reaching consensus?	Observe management meetings to see the amount of debate before decisions Survey employees on decision processes and amount of dialogue Examine make up of senior teams to measure diversity in the background
	2) Manage paradox: Inside versus outside		To what extend do employees know the top 20% of customers and their buying criteria? What percentage of employees either visit with or act as customers of the firm? How much cocreation occurs with customers involved in key activities? How well do leaders create a narrative about the past, present, and future of the company?	Ask employees to name target customers and see if the answer is widely shared and accurate Ask employees to articulate customer buying criteria and compare with targeted customer criteria Assess how many customers are involved in key management processes Examine how well leaders connect the past to the future in describing goals
	3) Manage paradox: Individual versus collective?		How well does the organization form teams to accomplish work? How well do teams operate against the criteria of a high-performing team? How well do individuals in key positions represent the best in their industry?	Survey members of the top teams on how well the team display the characteristics of a high-performing team Compare individuals in key positions against individuals in similar positions at top competitors (better, same, worse)
	4) Manage paradox: Centralized versus decentralized?		To what extend does the organization structure align with business strategy? How effectively do leaders clarify roles and responsibilities for governance? How well do leaders encourage debate of trade-offs?	Assess the match (or mismatch) between the strategy and the formal structure Survey employees to determine if they have clear decision rights based on their roles and responsibilities Observe or survey to see if leaders seek second or alternative opinions before making decisions
	5) Manage paradox: Stability versus change?		How well does the organization honor the past by thanking predecessors and create the future by anticipating expectations? How well do leaders show the evolution of change efforts so that they build on each other? How well does the organization absorb new ideas?	Find out what proportion of their time leaders spend on the past compared to the future Assess how leaders speak about their predecessors (positive or negative) Determine what percentage of revenue (and profits) are from products or services introduced in the last four years
	6) Create a collaborative workplace?		How does the workplace match the work requirements? Does the employee workplace encourage employee productivity? Does the work setting reflect the organizations culture?	Observe the workplace and summarize the signals and messages that it sends Survey employees to determine if work place helps them be productive Assess how frequently the workplace adapts to the type of work performed
	Work Processes total	= /6 =		



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