

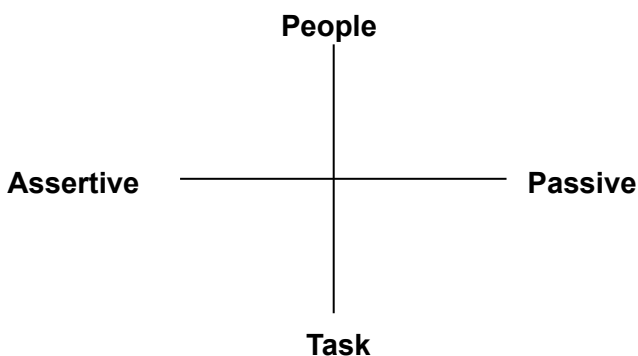


Sample; Measurement for Leadership and Management

Name	Job Title	Date
Overview		
Page	Scores	Overarching Comment
1	Overview	_____
2	Strategic Thinking	_____
3	Analytical Thinking	_____
4	Decision Making	_____
5	Imagination Creative Thinking	_____
6	Planning & Organising	_____
7	Leadership	_____
8	Resilience	_____
9	Influencing & Persuading	_____
10	Communication	_____
11	Business Management	_____
12	Managing Relationships	_____
13	Team Work & Co-operation	_____
14	Concern For Results	_____
15	Flexibility	_____
16	Judgement	_____
17	Customer Service	_____

Who are they Mark their position on the grid

What five words describe them



The following sheets are a sample only. The process is that the Line Manager and Team Member complete the comments and scores separately. They then meet, discuss the outputs and mutually agree scores, examples and comments and then produce a control document.



Decision Making

Is ready and able to take initiative, originate action and be responsible for the consequences of decisions.

Positive indicators

- Take responsibility for determining courses of action and their consequences.
- Successfully exercises the power vested in the job
- Is willing to take risks and exercises appropriate judgement regarding when, where and how.
- Successfully exercises freedom of choice
- Able to sum up situations to make quick decisions when necessary.
- Does not confuse consultation with making decisions 'by committee'.

Negative indicators

- Demonstrates an unwillingness to take risks.
- Clear about problems but leaves solutions to reveal themselves.
- Slow to draw to a close decision making processes in meetings, debates or other situations.
- Abdicates responsibility for taking decisions.
- Tries to make other people's decisions for them.
- Finds excuses to avoid making decisions.

My Assessment

Examples

Score out of 10



Planning and Organising

Is able to **THINK AHEAD** in order to establish an efficient and appropriate course of action for self and others. **PRIORITISES** and **PLANS** activities taking into account all the relevant issues and factors such as deadlines, staffing and resource requirements.

Positive indicators

- Provides an effective framework, including contingency plans, within which others can operate.
- Makes plans which are flexible and monitors and updates these when conditions change.
- Makes the most efficient use of resources (i.e. people, cash and assets).
- Delegates tasks appropriately.
- Consistently delivers to agreed deadlines.
- Able to integrate all known information and significant factors into the planning process
- Able to juggle priorities
- When required, can concentrate on several areas of work at one time.

Negative indicators

- Unable to concentrate on more than one area of work at one time.
- Has to cope with frequent crises arising out of lack of forethought.
- Safeguards resources rather than making the best use of them.
- Unwilling to change plans.
- Fails to take account of all the relevant factors during the planning process.
- Over-commits resources.
- Fails to delegate effectively.
- Over emphasis on planning rather than implementation.

My Assessment

Examples

Score out of 10



Leadership

Ability to create a **VISION** and **INSPIRE** others to realise it irrespective of circumstances.

Positive indicators

- Gives staff a clear sense of direction and purpose.
- Can motivate people to "buy into" plans, projects and ideas.
- Creates a sense of responsibility amongst staff
- Understands people's needs, motivations and expectations.
- Keeps in touch with how staff are feeling.
- Creates an environment in which people support each other.
- Demonstrates to staff a willingness to champion their ideas and views.

Negative indicators

- Is vague about objectives, expecting staff to interpret what is wanted.
- Appears to have no commitment beyond carrying out handed down policies.
- Does not maintain a consistent vision.
- Remains remote from staff and makes no effort to understand their needs motivations and expectations.
- Does not allow staff to operate autonomously.
- Demotivates people or causes division.
- Unwilling to support ideas and views of staff.

My Assessment

Examples

Score out of 10



Resilience

Can maintain personal **EFFECTIVENESS** by managing own emotions in the face of pressure, set backs or when dealing with provocative situations.
Can demonstrate an approach to work that is characterised by commitment, motivation and energy.

Positive indicators

- Can handle interference or opposition and does not take it personally.
- Knows when it is appropriate to withdraw and deal with the situation at a later date.
- Keeps problems in perspective.
- Is willing and able to persevere.
- Identifies and uses different ways of approaching persistent problems.
- Can stand up for and defend own views even when in direct conflict with customers and/or supervisors.
- Invest energy readily, even when dealing with mundane tasks, failure or criticism.

Negative indicators

- Takes anger and frustration out on others.
- Takes criticism or set backs personally.
- Loses interest when projects do not go according to plan.
- Avoids or creates confrontations
- Becomes over-emotional or switches off in stressful situations.
- Frequently panics when crises occur.
- Can be defensive and blame others for own mismanagement, or is over-critical of self
- Becomes frustrated when having to do routine unchallenging tasks.

My Assessment

Examples

Score out of 10



Influencing & Persuading

Ability to present sound and well-reasoned arguments to **CONVINCE** others.
Can draw from a range of strategies to **PERSUADE** people in a way that results in agreement or behavioural change.

Positive indicators

- Anticipates and provides sound arguments to support ideas/ actions initiatives.
- Can identify key influencers in the organisation.
- Makes a clear presentation of ideas and counter-arguments without coming across as argumentative or attacking.
- Can adopt a range of strategies and styles of influencing depending on circumstances.
- Checks for agreement and is able to identify those who are not genuinely convinced.
- Constantly develops and expands own source of influence.
- Listens to other points of view to gain understanding.

Negative indicators

- Institutes policies, decisions and deals which are not sustainable because people are not convinced.
- Does not develop contracts and relationships either internally or externally.
- Uses position to 'influence' others, rather than strength of argument.
- Takes no account of, or cannot identify, key influences in the organisation.
- Sticks to one style of 'influencing' irrespective of circumstances.
- Assumes people agree, rather than checking for agreement.
- Attacks other people's arguments without listening or gaining understanding.

My Assessment

Examples

Score out of 10