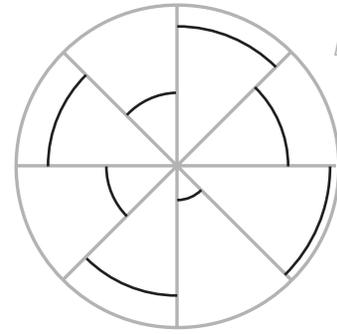




THE LEADERSHIP EFFECTIVENESS WHEEL

How effective are you as a leader? This wheel demonstrates your personal effectiveness in each area of leadership. Leadership requires balance among many competencies. The smoother the line, and the farther out the circle, the more momentum you build in your organization and the better the results you create.



Example

Directions:

Each pie on the wheel represents a leadership competency. 0 represents a low score in the competency (the center of the wheel) and 10 represents excellence in the competency (outer edge of the wheel). Draw a curved or straight line in each section of the wheel and score (0 to 10) your satisfaction with your ability to effectively do the following:

Setting Clear Expectations: establishing clear expectations for the employees in your organization, beginning with your direct reports. Expectations should be realistic, measurable, time-specific and also a stretch.

Managing for Results: holding yourself and your employees accountable for desired results.

Motivating and Inspiring: motivating others to achieve their best, and inspiring them to continually stretch to achieve their expectations.

Reward & Recognition: rewarding both the result and the accompanying behavior. In addition, reward and recognition is a regular part of your management process, rather than an infrequent event.

Strategic Planning: keeping an eye on where the organization is going, its strengths, weaknesses, threats and opportunities. In addition, continually assessing the competitive environment that exists now and forecasting potential changes in the future.

Obtaining/Understanding Feedback: a consistent process of understanding your customers' needs and wants, and also a consistent process of obtaining feedback from within the organization (i.e. employees, etc.).

Managing and Promoting Change: promoting change within your organization, and managing that change throughout its phases appropriately from beginning to end.

Leading by Example: leading through demonstration of the behaviors you desire through your daily actions.

Decision-making and Risk: making decisions in times of uncertainty; making decisions in a time-appropriate manner and the ability to take and demonstrate risk in the organization.

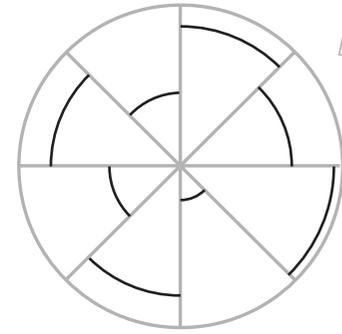
A Clear and Compelling Vision: Having a clearly defined, shared vision that compels the employees within your organization toward achievement. In addition, communicating that vision on a consistent basis.

continued on next page



THE LEADERSHIP EFFECTIVENESS WHEEL

Directions: Each pie on the wheel represents a leadership competency. 0 represents a low score in the competency (the center of the wheel) and 10 represents excellence in the competency (outer edge of the wheel). Draw a curved or straight line in each section of the wheel and score (0 to 10) your satisfaction with your ability to effectively perform in the following categories:



Example

