COLLECTIVE LEADERSHIP ASSESSMENT OVERVIEW

Thank you for completing the Collective Leadership Assessment.

Please bring a copy of this document to the Debrief Workshop.

It will be useful to read the terms and definitions in this document prior to the workshop.

CLA – COLLECTIVE LEADERSHIP ASSESSMENT

Design Criteria

1. Measures Key Leadership Competencies

2. Assesses Belief Systems and Assumptions

3. Points to Stage of Adult Development

4. Integrated Theoretical Framework

5. Organises Results – so as to bring key developmental opportunities to the surface.

Benefits

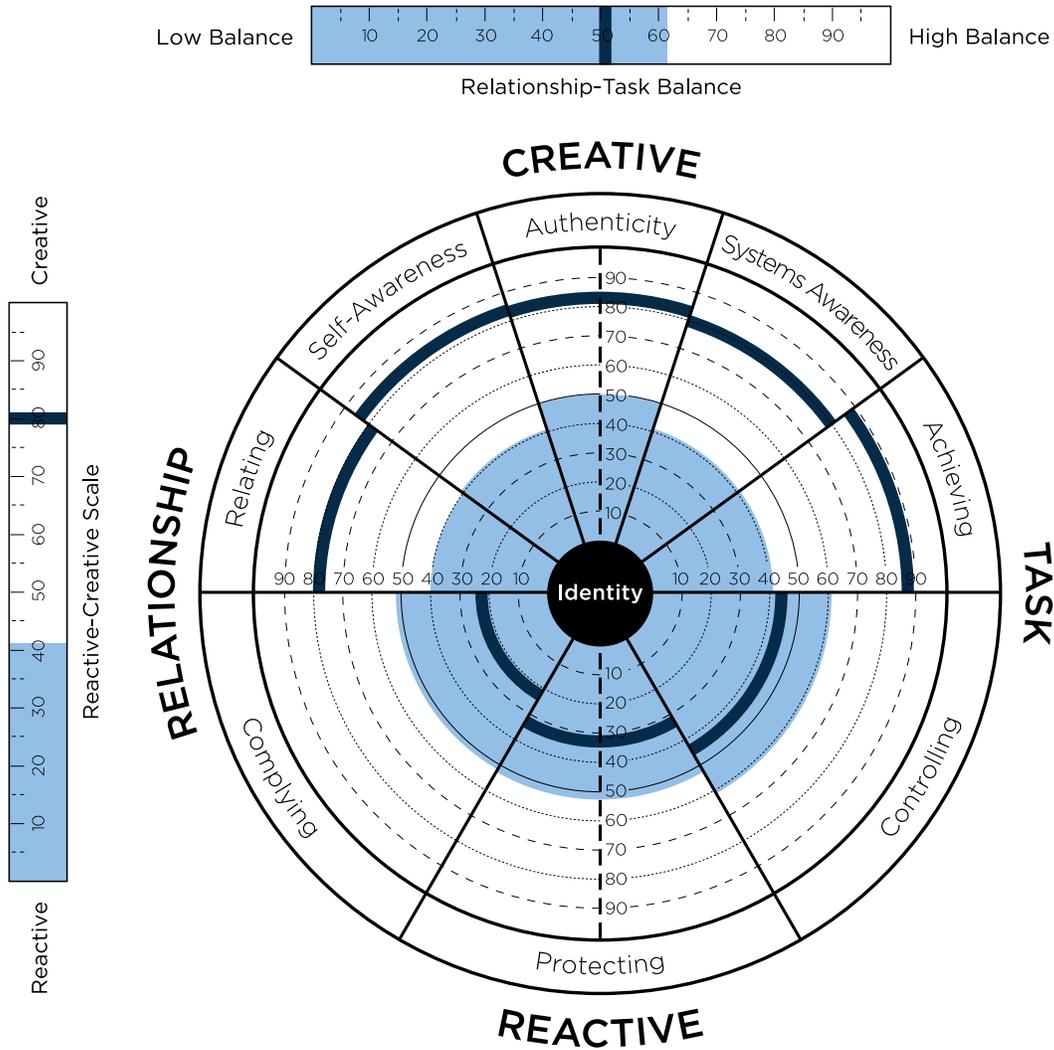**CLA measures the current leadership effectiveness and the desired leadership effectiveness:**

Respondents fill out the same 62 questions twice – once for the way things are, and once for the way they want them to be. When results are displayed, the gap between current reality and desired leadership effectiveness is highlighted. *This focuses the conversation immediately on those aspects of the leadership effectiveness that most need to be addressed.*

In addition, CLA measures 31 dimensions of leadership effectiveness:

These 31 dimensions are organised into 8 summary dimensions and displayed in a circular format. The eight dimensions are further summarised into two measures of overall organisational health. Altogether, when you add it all up, The Collective Leadership Assessment provides 41 different dimensions through which to understand your current and desired leadership effectiveness.

Example CLA

Low Balance | 10 20 30 40 50 60 70 80 90 | High Balance

Relationship-Task Balance

CREATIVE

Authenticity

Self-Awareness

Systems Awareness

Relating

Achieving

RELATIONSHIP

Identity

TASK

Complying

Controlling

Protecting

REACTIVE

Creative

Reactive-Creative Scale

Reactive

COLLECTIVE LEADERSHIP ASSESSMENT

Name

LEADERSHIP
CIRCLE.

PERCENTILE SCORES:

All scores are displayed as percentile scores comparing your scores to our norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

▬▬▬ Desired Leadership

▬▬▬ Actual Leadership

LEADERSHIP
CIRCLE.

Creative Leadership Competencies

The Creative Leadership Competencies measure key leadership behaviours and internal assumptions that lead to a high fulfilment, high achievement organisational effectiveness.

The **Relating Dimension** measures the extent to which leaders in your organisation relate to others in a way that brings out the best in people, groups and organisations. It measures how well the leadership effectiveness of the organisation builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The **Self-Awareness Dimension** measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which the leadership encourages the kind of personal/professional development that results in personal mastery.

The **Authenticity Dimension** measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organisational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the un-discussables (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The **Systems Awareness Dimension** measures the degree to which your leaders' awareness is focused on whole system improvement, sustainable productivity, on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organisation) and on customer focus.

The **Achieving Dimension** measures the extent to which leaders offer visionary, authentic and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.

Reactive Leadership Styles

The Reactive Leadership Styles measure ways of leading that have significant strengths associated with them, but also reflect inner beliefs and behaviour that limit effectiveness, authentic expression, and empowering leadership.

The **Controlling Dimension** measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The **Protecting Dimension** measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The **Complying Dimension** measures the extent that leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

Summary Measures

The Summary Measures bring everything together. They summarise the above into a few useful measures.

Creative-Reactive Scale reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how your leadership effectiveness compares to that of other organisations. It measures the amount of energy your organisation puts into reactive versus creative behaviour. It suggests the degree to which your leadership, relationships and goal-oriented behaviours are coming out of a creative or reactive orientation. It also suggests the degree to which leaders' self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance measures the degree of balance your organisation shows between the achievement competencies and the relationship competencies. It is a measure of the over, under, or balanced development of either half of the equation (the people half or the task half) that makes for great leadership. Good balance results in high percentile scores.

Collective Leadership Assessment Definitions – Creative Competencies

Relating

Caring Connection measures leadership's interest in and ability to form warm, caring relationships.

Fosters Team Play measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organisation, and within teams in which you participate.

Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organisation.

Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth enhancing relationships, and help people grow and develop personally and professionally.

Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.

Involvement measures how well leaders involve people in decision making and planning.

Collective Leadership Assessment Overview

Self-Awareness

Selfless Leader measures the extent to which leaders pursue service over self-interest, where the need for credit and personal ambition is far less important than creating results - which serve a common good.

Balance measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a hearty balance between business and family, activity and reflection, work and leisure. It measures the extent to which the organisation supports others maintaining this healthy balance.

Composure measures your leaders' ability, in the midst of conflict and high-tension situations, to remain composed and centred, and to maintain a calm, focused perspective.

Personal Learner measures the degree to which leaders demonstrate a strong and active interest in learning, personal and professional growth, as well as the extent to which they support this in the organisation.

Authenticity

Integrity measures how well leaders adhere to the set of values and principles that they espouse; that is, how well they can be trusted to "walk their talk."

Courageous Authenticity measures leaders' willingness to take tough stands, bring up the "un-discussables" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

Systems Awareness

Community Concern measures the service orientation from which leaders lead. It measures the extent to which they link their legacy to service of community and global welfare.

Sustainable Productivity measures your organisation's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organisation and its people.

Systems Thinker measures the degree to which leaders' think and act from a whole system perspective as well as the extent to which they make decisions in light of the long-term health of the whole system.

Customer Focus measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organisational direction, decisions, and processes.

Achieving

Strategic Focus measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organisation on the "right stuff."

Purposeful & Visionary measures the extent to which leadership provides a clearly communicated organisational purpose and vision. It measures how well they align the organisation by modelling commitment to this direction.

Collective Leadership Assessment Overview

Achieves Results measures the degree to which your organisation is goal directed and has a track record of goal achievement and high performance.

Decisiveness measures leaders' ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.

Collective Leadership Assessment Definitions – Reactive Styles

Controlling

Perfect measures the extent to which leaders push those around them to attain flawless results and perform to extremely/excessively high standards. This push is often driven by an inordinate need to look good and/or fear of failure.

Driven is a measure of the extent to which leaders are in overdrive. It measures the extent to which leaders, by example, encourage workaholic levels of effort.

Ambition measures the extent to which leaders compete with one another out of a need to get ahead, move up in the organisation, and be better than others.

Autocratic measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent to which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.

Protecting

Arrogance measures your leadership's tendency to project a large ego—behaviour that is experienced as superior, egotistical, and self-centred.

Critical is a measure of your leadership's tendency to take a harshly critical, questioning, and cynical attitude that hurts people's feelings and diminishes their self-confidence.

Distance measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.

Complying

Conservative measures the extent to which leaders think and act conservatively, follow procedure, and live within the prescribed rules of the organisation. It is a measure of how much emphasis is placed on establishing and following procedures and rules.

Pleasing measures leadership's need to seek others' support and approval in order to feel secure in acting or speaking up. It is a measure of the extent to which harmony is pursued at the expense of achieving results.

Belonging measures leadership's need to play it safe, go along to get along, conform, follow the rules, and meet the expectations of those in authority.

Passive measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.