

# APPENDIX K

## LEADER EFFECTIVENESS<sup>1</sup>

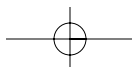
Leadership Effectiveness is a program designed for the manager, director, or executive who strongly desires to possess a superior degree of personal effectiveness in leading others and who is willing to make the changes that are required to achieve this.

Read each of the following one hundred statements. Each describes character and behavior skills that true leaders naturally possess. These are the fundamental reason for leaders' success. These key skills consist of honor, integrity, balance and vitality, style and grace, pioneering, strategic power, openness and curiosity, competence, influence, and communication.

Fill in the box next to every statement that you believe describes you. Be honest. This isn't a test; it's a tool for you to evaluate your leadership strengths and point out areas for growth. Discuss these statements with your coach.

### HONOR

- I am proud of the person and the professional I am. I like my life and myself.
- I put relationships ahead of goals always. Relationships transcend situations.
- I always give and deliver more than I promise or commit to. I underpromise.
- I clearly know what I stand for and do only what is aligned to my core values.



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- I meet my obligations no matter what. I never break a pledge to others or myself.
- I am “there” for my family, friends, and company. I stand by them and speak positively about them.
- I am upright. I strictly and finely adhere to what is right in all my personal and business dealings.
- I am driven to serve and accomplish for “the greater good.” I am not driven by money or things.
- I am wise. I understand and live my life based on life’s universal principles.
- I am trustworthy. I do what I say. I act on the basis that others are trustworthy.

\_\_\_ TOTAL

**INTEGRITY**

- I am fully honest and truthful at all times. I am never deceitful or sneaky.
- I am authentic. I do not pretend to be anything. I am not a fraud.
- I do not worry about anything, ever.
- I break with the ranks and take a stand for something I believe in.
- I am consistent. I do not lead separate lives. I am predictable. I meet expectations.
- I am confident and humble. I get that I am not better than and not less than.
- I accept all past hurts and disappointments. I have fully resolved them. They no longer trigger me.
- I am financially independent. I have no consumer debt. I save/invest twenty-five percent of my income.

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- I am a model for others. I expect more from my personal performance than of others.
- I have causes I believe in and volunteer regularly.

\_\_\_ TOTAL

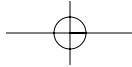
**BALANCE AND VITALITY**

- I use quiet time for meditation and contemplation regularly.
- I know what my body needs and eat only that. I take only those supplements I need.
- I exercise for at least twenty minutes three times a week.
- I have a dental and medical checkup every twelve months.
- I have interesting things to do every evening and weekend besides work and I do them.
- I spend time each day with family or loved ones. I have all the friends I need and see them often.
- I never use drugs, caffeine, or adrenaline. I rarely use sugar, medications, or alcohol.
- I have more than enough time. I live simply. My life is easy.
- I am in balance. I know what I really want, not what I should want.
- I take better care of myself than anyone I know. I get my needs met only in healthy ways.

\_\_\_ TOTAL

**STYLE AND GRACE**

- I am always gentle. I get that nothing is as strong as gentleness.
- I do kind things for others daily. I am sensitive and caring. I show respect to others, always.



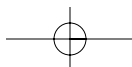
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- I am neat and orderly. I never rush. I am never disorganized. I am prepared.
- I am patient. I am never irritated or tense with others or myself.
- I have high standards of dress, hygiene, and language. I am polished. I am surrounded by quality.
- I am charming and warm. I make people feel comfortable in my presence. I easily build rapport.
- I use appropriate etiquette and offer appropriate courtesies.
- I have a lighthearted sense of humor. I see the humor in almost anything and use it appropriately.
- I naturally forgive and am always understanding of others' mistakes.

\_\_\_ TOTAL

**PIONEER**

- I readily experiment and take big risks, but never gamble. I am adventurous. I go for it.
- I adjust quickly and readily. I am flexible. I bounce back from adversity and setbacks.
- I create reserves of everything. I automate and simplify and improve continuously.
- I actively invest in systems, resources, concepts, equipment, and opportunities.
- I am more of a problem transformer than problem solver. I've seen improvements in the last ten years.
- I search out challenging opportunities to improve and innovate. I seek unexplored territories.
- I am resourceful. I can pull solutions out of nowhere. Creative ideas just come to me.



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- I handle all that life brings. I tap all resources to solve the challenges and opportunities.
- I experience failures, mistakes, and obstacles as opportunities; I am not a victim, ever.
- I play the game. I play to win but am never attached to the outcomes.

\_\_\_ TOTAL

**STRATEGIC POWER**

- I have a statement of purpose for myself that fits with the mission of my company.
- I know the world I live in and how worldwide events can impact my world two to five years from now.
- I ask strategic questions to guide others' thinking and learning, not to control the issue.
- I do not resist or force. I find and take the path of least resistance.
- I make huge requests and set very large goals. I create excitement to achieve them.
- I have a strong vision. Others buy in and work cooperatively to build it.
- I frequently interact with employees at all levels. I am connected to all key players.
- I invest in others. I consciously develop leaders. I build strong employees. I work with the best.
- I am an advocate for customers and stockholders in each area of my life. I meet stockholder needs.
- I build for future generations, not just a lifetime. I build big. I create strong infrastructures.

\_\_\_ TOTAL

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### OPENNESS AND CURIOSITY

- I seek to learn something from every situation and person. I have an insatiable appetite to learn.
- I seek to give understanding rather than advice. I am curious, not confrontational at all.
- I am far more interested in others than I am interesting to know and be around.
- I take the time to learn what I know I need to learn and do so quickly and efficiently.
- I am open. I do not have to be right or perfect or in control.
- I give generously of my time and money. I do not hoard. I share. I am available.
- I read those books that inform and educate me. I read quickly.
- I easily handle and assimilate a lot of input from many sources.
- I welcome differences. I seek out new people and allow them to expand me.
- I am sensitive to timing. I listen for it. I say and do things at the appropriate times.

\_\_\_ TOTAL

### COMPETENCE

- I am confident in my abilities to make extraordinary things happen. I feel confident from the inside.
- I have found my strengths and have developed them fully. I work around, not hide, my limitations.
- I control the process, not the project. I guide the process to achieve big-picture goals.
- I have mastered the skills and knowledge to work effectively and efficiently. I am at the top.

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- I easily get more done in a day than most people get done in a week.
- I create breakthroughs.
- I face challenges and conflict directly. I am patient and I persevere. Change will happen.
- I make decisions easily. I prioritize with stakeholders and customers in mind.
- I easily explain how the organization produces, distributes, and markets its services/products.
- I do everything well. There are no problems. I handle all details.

\_\_\_ TOTAL

**INFLUENCE**

- I recognize that I become more powerful as I give my power away. I make heroes of other people.
- I grant people the room to fail, and I support them no matter what. I create the environment to win.
- I use creative ways to celebrate victories, wins, and personal achievements.
- I am connected to a cross-section of people and to key people inside and outside the company.
- I connect the right people to the right causes. I select only those who are right for me and for projects.
- I work from win-win and abundance. I create win-win situations. There is "more than enough."
- I negotiate to achieve consensus . . . for what my customers' need and want.
- I get all the facts. I always know who and what I am dealing with. I know their wants and needs.

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- I make a difference in people's lives. I share my talents and gifts freely. I add value.
- I allow others to influence me. I learn as much from others as they learn from me. We both grow.

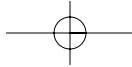
\_\_\_ TOTAL

COMMUNICATION

- I speak simply and I am easily understood. I do not speak in clichés or use jargon. I am articulate.
- I have a superior command of language and extensive vocabulary. I am an effective writer.
- I tune in to and speak the language of my audience. I listen for and use their frame of reference.
- Others feel heard by me. They feel “gotten.” I get that “being heard” is as important as breathing.
- I speak only constructively. I always reinforce the positive. I never criticize, remind, or undermine.
- I hear the words, body, and context of messages and respond appropriately to the entire message.
- I am upfront and candid, always. I do not avoid or ignore anything.
- I speak in warm, clear tones. I have a pleasant, resonant voice.
- I communicate in vivid picture-words and stories. I use expression, metaphors, and analogies.
- I am comfortable and effective speaking with groups of all sizes. I move them toward a goal.

\_\_\_ TOTAL





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Record your totals below:

- \_\_\_ Honor
- \_\_\_ Integrity
- \_\_\_ Balance and Vitality
- \_\_\_ Style and Grace
- \_\_\_ Pioneer
- \_\_\_ Strategic Power
- \_\_\_ Openness and Curiosity
- \_\_\_ Competence
- \_\_\_ Influence
- \_\_\_ Communication

Consider giving this list to someone who knows you and your leadership well. How does this person's perceptions differ from yours? Repeat this process in the future to track your progress.

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