

Change Leadership Assessment

Bob J. Holder
Executive Resources Center & Gray Matter Productions
620 Roosevelt Drive
Edwardsville, Il. 62025
(314) 772-8154 / (618) 692-0258
Fax (314) 772-8154 / (618) 692-0819
E-Mail: HBob372917@aol.com

Web sites:

www.freeyellow.com/members/graymatterproductions
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This assessment is designed to create a thought provoking presentation of the degree to which you are a change leader. It is also designed to engage your thinking and imagination rather than providing you with a score and/or assigning you to a "box" or category. However, if so desired to be used, general categories are provided. The scores can be secured by summing all addressed questions. A high score suggests you are a change leader while a low one indicates that you are not.

The assessment is based on research on *Real Change Leaders*, high performing systems leadership and case studies and stories. Change leaders are managers and individuals who initiate and led major efforts to improve organizational and/or team performance and develop high performing systems. The questions are biased towards the attributes, character, attitudes, actions and behaviors of such individuals.

Respond to each of the following statements, based on the following criterion: the degree to which you personally agree or disagree that

the statement is an accurate description of your thinking about your organization or yourself.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree Agree

1 2 3 4 5 6 7 8 9 10
This isn't I This is This is who
at all. sort of the I am.
way I act or
believe.

1. I think this organization is under performing relative to its competitors.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree Agree

2. This organization is under performing relative to customer aspirations.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree Agree

3. This organization is under performing relative to its employees' potential.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree Agree

4. I deeply believe that major change is required for this organization to be successful now and in the future.

1 2 3 4 5 6 7 8 9 10
Strongly Agree Strongly
Disagree Agree

5. Closing existing performance gaps necessitates major changes in the skills, norms, values and attitudes of a large number of organizational members.

1 2 3 4 5 6 7 8 9 10

Strongly
Disagree

Agree

Strongly
Agree

6. I possess a strong commitment, which I act upon, to a vision that there is a "better way" for this organization to perform which will address identified performance gaps.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what this better way is:

7. I involve people in developing this vision.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State the way(s) you involve people:

8. I don't fear failure.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

9. Setbacks don't kill my efforts to create my vision.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

10. I learn from setbacks and/or failures.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State how you (the process) learn from mistakes
and/or failures:

11. I assume responsibility for my actions regarding failures and/or mistakes.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

This isn't I
at all.

This is
sort of the
way I act or
believe.

This is who
I am.

12. I am "ok " when people make unintentional mistakes.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

13. I am more focused on dealing with and correcting the mistake than finding blame and punishing people.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

14. I possess the courage of acting on my convictions.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State what your convictions are:

14. When I see an opportunity or problem, I act on it.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

17. I don't seek anyone's approval to take the initiative to capitalize on an opportunity and/or solve a problem.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

18. My natural instinct is to work with others in a productive fashion to solve a perceived problem and/or to capitalize on an opportunity.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

19. I focus on how to make my vision into reality rather than finding all the reasons why things won't work out.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

20. I am continuously seeking out new ideas and information.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what your approaches are:

21. I support others in scouting for new ideas and information.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what your approaches are:

22. I seek out "sensuous" and real time customer perceptions.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State what your approaches are:

23. I support my people in securing "sensuous" and real time customer perceptions.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State what your approaches are:

24. I enjoy a challenge

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

25. I act upon challenges which expand my potential.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

26. I support others in seeking out and acting upon challenges.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

27. I set "stretch" self performance goals.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

28. I set stretch performance goals for my team and/or organization.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

29. I deeply care about people.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State the behaviors that express your caring:

30. I believe and act upon the idea that people are motivated by a noble purpose.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

31. I am fair minded and thoughtful when dealing with people.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

State the behaviors that express these attributes:

32. I want others to be successful.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

33. I am candid in my dealing with other rather than "political."

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

34. I create an environment in which people can take personal responsibility.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

Characterize the environment:

35. I don't seek out the "lime light" but instead focus on solving problems and improving performance.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

36. I share leadership within a team when conditions call for it.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State the behaviors that express this attribute:

37. I encourage and support others in discovering and unleashing their personal gifts and potential.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State the behaviors that express this attribute:

38. I can laugh at myself.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

39. I am a "light hearted" person who enjoys joking.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

40. I believe that one can be very serious about work and performance and still have fun at work.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

41. I want and do involve as many people as is possible in making performance improvements and solving problems.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what your approaches are:

42. I want change to focus on critical business improvements and opportunities rather than just reorganizing and engaging in activities.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

43. I tend to think more about contributing than what I will personally gain and learn.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

44. When top management doesn't possess a vision and/or noble purpose, I work with my people to create them.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

45. I have the "guts" to constructively engage my superiors when the need arises.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

46. I am ok with "feeling" my way through uncertainty and murky situations.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

47. I am ok with just "diving" into a situation, experimenting , learning from and building off the experiment's outcomes.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

48. I actively engage in dialogues with peers, superiors, customers and associates to find out what's working and what's not working

	1	2	3	4	5	6	7	8	9	10	
This isn't I					This is					This is who	
at all.					sort of the					I am.	
					way I act or						
					believe.						

State what your approaches are:

49. I am willing to "kill off" things that are not working.

	1	2	3	4	5	6	7	8	9	10	
This isn't I					This is					This is who	
at all.					sort of the					I am.	
					way I act or						
					believe.						

State what your approaches are:

50. I have a system in place to enact dialogue results.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

51. I am a self-directed learner rather than a person who focuses on securing certificates and degrees that look good.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

52. I practice learning as a discipline that is not limited to the "classroom" but involves interacting with peers, reading, conducting workplace experiments and attending conferences to scout for actionable information.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

53. When I don't know something critical to a project and/or improvement effort, I don't give a second thought to enlisting those who do.

1	2	3	4	5	6	7	8	9	10
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This isn't I
at all.

This is
sort of the
way I act or
believe.

This is who
I am.

State what your approaches are:

54. I relate organizational improvement methods to marketplace realities; that is, I can clearly show why change processes will improvement team/or organizational performance.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

55. I establish measures which directly relate to and illustrate the impact of organizational improvement processes.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.				This is who I am.	

56. I provide team and/or organizational members with a wealth of competitive intelligence and operational information.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what your approaches are:

57. My intent in providing this information is to education people to reality and motivate them to act.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

58. I am both analytic and intuitive in dealing with opportunities and problems.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

59. I understand the difference between work groups, teams and high performing teams.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

State what the difference is:

60. I am pragmatic in my use of teams; that is, I know when to use teams, work groups and individual contributors.

1	2	3	4	5	6	7	8	9	10
This isn't I at all.				This is sort of the way I act or believe.			This is who I am.		

Change Leader Assessment General Scores

I am not at all a change leader: 60-240

I am a "so, so" change leader and have the potential for developing into one: 242-481

I am a change leader and still developing: 481-600