PROGRESS CHART

Leadership Audit

Date	Points (+/-)	Score
____	____	____
____	____	____
____	____	____
____	____	____

Leadership Audit
100-POINT CHECKLIST

Section	Empowered Leadership	Team Work	Management	High Productivity	Personal Standards	Leadership Standards	Communication	Personal Development	Recognition	Environment
10										
9										
8										
7										
6										
5										
4										
3										
2										
1										

GIVE YOURSELF CREDIT AS YOU GET POINTS FROM THE 100-POINT PROGRAM. FILL IN COLUMNS FROM THE BOTTOM UP.

Welcome

The *Leadership Audit* is a diagnostic assessment. It serves as a review of your personal leadership and leadership of your team. By strengthening the accompanying 100 items in your work place, you will reduce stress, increase your professional satisfaction, find it easier to attract and retain quality employees, and increase your personal and leadership effectiveness.

Instructions, Part 1*

1. Start by checking the box preceding any of the 100 statements that are true for you. Then, add up your score in each of the 10 areas: *Empowered Leadership; Team Work; Management; High Productivity; Personal Standards; Leadership Standards; Communication; Personal Development; Recognition;* and *Environment.*

2. **Be rigorous; be a hard grader.** If the statement is sometimes or usually true please DO NOT check the box until the statement is virtually always true for you. (No "credit" until it is really true!)

3. **Use the same context for every statement.** Behavior is situational, e.g. a statement may be true at work but not at home. Be consistent in your interpretation.

4. **If the statement does not apply to you, check the box.** If the statement will never be true for you, check the box. (You get "credit" for it because it does not apply or will never happen.) And, you may change any statement to fit your situation better.

5. Record your initial score in the chart on the left by coloring in the blocks, starting from the bottom up, in each column.

6. Keep notes on the actions you want to take in each area. When you put a goal in writing you dramatically increase the probability that you will achieve it!

*See Additional Instructions on last page

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EMPOWERED LEADERSHIP

- ❑ I have a strong vision for my team; all team members know what it is and have bought into it.
- ❑ I encourage creativity and innovation; I actively seek and use others' ideas.
- ❑ The team culture is cooperative vs. adversarial.
- ❑ The team regularly sets goals, and everyone is excited about reaching these goals.
- ❑ I am qualified by experience, motivation, and personal skills to lead the team.
- ❑ I initiate HUGE requests and trust my team to deliver on them.
- ❑ I am developing leaders from among my team members.
- ❑ Team members are proud of their role on, and the work done by the team.
- ❑ The team is customer-sensitive and customer-driven…really.
- ❑ I encourage team members to make decisions and take appropriate risks.

____ Number of checked boxes (10 max)

TEAM WORK

- ❑ I know how to be a great team player and I am one myself.
- ❑ The team is set up to maximize strengths not cover for weaknesses.
- ❑ Every team member has a mentor or a work buddy.
- ❑ I trust all the members of my team.
- ❑ We get along well and respect our individual needs.
- ❑ I schedule regular time for the team to focus on the process and practice of *being* a team.
- ❑ I focus on people *and* results; not just results.
- ❑ I do not gossip or talk negatively about others, either inside or outside the team.
- ❑ I use the team as a resource to address problems that arise. I behave as if "none of us is as smart as all of us."
- ❑ I share positive stories about my team members as a way to communicate success.

____Number of checked boxes (10 max)

MANAGEMENT

- ❑ Employee accountabilities are clear and are in writing.
- ❑ I conduct "Employee Success Conferences" at least quarterly.
- ❑ I know my Key Performance Indicators and monitor them regularly.
- ❑ I have self-managing systems in place to address common work situations.
- ❑ Each employee is in the job that best uses his/her strengths; there are no mismatches.
- ❑ Consequences are imposed for non-performance.
- ❑ Employees are fully competent and skilled or a training plan is in place to get them there within a year.
- ❑ No one is coasting or being "carried" by the team.
- ❑ Everything has a deadline or promised completion date and deliverables are reviewed regularly.
- ❑ I am visible and accessible to my team.

____ Number of checked boxes (10 max)

HIGH PRODUCTIVITY

- ❑ All paperwork is touched only once.
- ❑ Routine tasks are automated. We leverage technology, always.
- ❑ We have very few "problems." When they occur they are handled immediately.
- ❑ I tell my team exactly what I want from them to be productive.
- ❑ My team has the equipment and training they need to do their jobs.
- ❑ Team members get the training they need to increase their productivity every year.
- ❑ Daily "huddles" are incredibly productive and support daily success.
- ❑ Every team meeting accomplishes something specific.
- ❑ The team does complete work; nothing thrown together or substandard.
- ❑ Team members communicate what is getting in the way of their being productive and know how to make requests versus complaints.

____Number of checked boxes (10 max)

Notes/goals: _____

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PERSONAL STANDARDS

- ❑ I have a written set of Core Values and review them often.
- ❑ I do accurate work; I do not make errors.
- ❑ I expect, encourage, and demand the best from everyone.
- ❑ I continually "add value" to the projects and teams in which I participate.
- ❑ I don't waste time.
- ❑ If something does not go well, I correct it immediately rather than wait.
- ❑ My personal standards are very, very high and my team & customers know this.
- ❑ I am very proud of everything I touch and accomplish.
- ❑ I regularly request feedback from my team and customers, and then act on that feedback.
- ❑ I am satisfied with my work/life balance, and support others to achieve the same.

_____Number of checked boxes (10 max)

LEADERSHIP STANDARDS

- ❑ I shift my leadership style to fit the individual situation.
- ❑ I keep my team fully informed; I share both good and bad news.
- ❑ I hold regular meetings where everyone is encouraged to both report and learn.
- ❑ I serve as a great coach to my team members.
- ❑ I make strong requests of my team members so I/we can produce well.
- ❑ I encourage people to offer three possible solutions to problems they bring to me.
- ❑ I put myself in "others' shoes" and seek to understand their perspective on issues.
- ❑ I seek to fix the problem, not fix the blame.
- ❑ I educate my team in the big picture; I explain the Why as well as the How.
- ❑ I don't ask my team to do anything that I wouldn't ask of myself…providing it isn't illegal, unethical, or fattening.

_____Number of checked boxes (10 max)

COMMUNICATION

- ❑ I come from a positive, constructive place when I communicate.
- ❑ I use "I" messages when communicating rather than make people defensive.
- ❑ I allow others to be "right" even when we disagree or I see things differently.
- ❑ I am aware that most of communication is thru non-verbals; I pay attention to non-verbal signals that I send and receive.
- ❑ I listen with empathy (to understand how others are feeling).
- ❑ I am aware of my own emotions and recognize how they affect communication.
- ❑ I am direct, yet not offensive or rude in my speaking style.
- ❑ I ask a lot of questions of others and listen for their response.
- ❑ I notice others' communication style and adapt mine when that will create a more comfortable conversation "space."
- ❑ I match my message to the medium i.e. voicemail, email, and face-to-face.

_____Number of checked boxes (10 max)

PERSONAL DEVELOPMENT

- ❑ I stay current in the body of knowledge defined for my profession. I maintain any certifications (CEUs)
- ❑ I actively seek opportunities to learn new skills or grow deeper in what I know.
- ❑ I am comfortable with technology; I use what I know & leverage others' expertise.
- ❑ My office environment/work space is comfortable and supports me in my work.
- ❑ I take care of myself mentally and physically; I make healthy eating choices, I exercise, I get enough sleep.
- ❑ I have a mentor or someone who supports my growth and development.
- ❑ I maintain a variety of interests (e.g. the arts, reading, sports, hobbies, cultures)
- ❑ I grow my professional network by making at least one new connection each month.
- ❑ I know how to relax and I regularly create opportunities to "refuel."
- ❑ I infuse excellence and professionalism into all that I do.

_____Number of checked boxes (10 max)

Notes/goals: _____

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RECOGNITION

- ❑ I provide specific feedback on positive behaviors so those are repeated.
- ❑ I reward both individual and team accomplishments.
- ❑ I acknowledge goal achievement; I also recognize *progress* against goals.
- ❑ I use non-monetary incentives as well as those that cost money.
- ❑ I reward those who identify problems that, when resolved, help us be better.
- ❑ I don't assume that what drives me drives them; I customize recognition and rewards to the individual.
- ❑ I continually improve and innovate the ways I reward and recognize others.
- ❑ I reward frequently, and in-the-moment, not just annually.
- ❑ I compliment a lot to reinforce new or desired behaviors.
- ❑ I teach others how to give praise so that I am not the sole source of recognition.

_____Number of checked boxes (10 max)

ENVIRONMENT

- ❑ I create a culture where hard work is expected and fun is encouraged!
- ❑ I utilize the least expensive motivational tool by giving my team a say in their assignments.
- ❑ I encourage people to bring conflicts into the open; I know how to address conflict in a positive way, and teach others to do the same.
- ❑ We regularly celebrate team and individual successes.
- ❑ I maintain a standard that personal and group space be kept clean and orderly.
- ❑ I award pay increases based on measurable outcomes.
- ❑ Goals and incentives reinforce continuous learning and skill development.
- ❑ I create a learning environment; I treat mistakes as learning opportunities.
- ❑ My annual reviews emphasize strengths, contributions, and plans for growth.
- ❑ I make sure people take breaks from their work, and use their full vacation.

_____Number of checked boxes (10 max)

Notes/goals: _____

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Leadership Audit

Additional Instructions

7. **Let your awareness work for you.** Over the next year, take the assessment several more times and update the chart accordingly. It's very likely that your score will increase naturally. This is because you've begun to think more about these items, just by reading them once.

8. **Update the Progress Chart on Page 1.** The goal is to have the entire chart filled in. In the meantime, you will have a current picture of how you are doing in each area.

9. **Keep reviewing until all boxes are filled in.** You can do it! This process may take 30 or 360 days, but you **can** achieve a success! Use your coach or a friend to assist you. Audit yourself once a year.

10. **Remember: Leadership is not about a Title; Anyone can be a leader if they focus on helping others succeed!** If you are not currently in a manager role, you can still use the assessment to gauge your positive influence on others. Simply adapt the statements so they apply.

Support

If you wish to accelerate your process, why not work with a coach who has been trained to support your growth and development?

This *Leadership Audit* is brought to you by The Executive Happiness Coach®. Visit www.TheExecutiveHappinessCoach.com to find this tool and others to help you grow.

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Happiness is a decision, not an event!

Jim Smith, PCC
The Executive Happiness Coach®
Jim@TheExecutiveHappinessCoach.com