

2. Directors and Business Leaders - Preview

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

Prepares the organisation to cope with continuous changes

1	2	3	4	5	Don't know
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Will test the feasibility of a course of action before implementing it

1	2	3	4	5	Don't know
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Constantly reviews and monitors progress of the organisation against agreed targets

1	2	3	4	5	Don't know
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Uses the informal networks within the organisation to influence change

1	2	3	4	5	Don't know
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Understands when an analysis or argument is valid, relevant and appropriate or not

1	2	3	4	5	Don't know
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Encourages continuous improvement across the organisation

1	2	3	4	5	Don't know
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Encourages teamwork to resolve business problems

1	2	3	4	5	Don't know
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Checks underlying evidence, data and assumptions before drawing conclusions

1	2	3	4	5	Don't know
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Turns abstract ideas into models that others can understand

1	2	3	4	5	Don't know
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Demonstrates awareness of how decisions and actions impact the profitability of the business~

1	2	3	4	5	Don't know
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Understands how teams work

1	2	3	4	5	Don't know
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Able to cope effectively in situations where there is a large amount of incomplete, complex and/or ambiguous information

1	2	3	4	5	Don't know
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Personal behaviour exemplifies company values

1	2	3	4	5	Don't know
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Is able to work lots of novel ideas into a coherent plan	1	2	3	4	5	Don't know
Champions empowerment by ensuring that people have the freedom and authority they need	1	2	3	4	5	Don't know
Comes up with and presents new, original and workable business ideas	1	2	3	4	5	Don't know
Performs to high standards, and maintains constructive interpersonal relationships~ when under pressure	1	2	3	4	5	Don't know
Can make tough decisions in the absence of complete information	1	2	3	4	5	Don't know
Creates a broad pool of talent to meet future business needs	1	2	3	4	5	Don't know
Is able to take multiple pieces of complex information from multiple sources and make sense of them	1	2	3	4	5	Don't know
Looks to different industries and disciplines to find new ideas that may apply	1	2	3	4	5	Don't know
Creates an ethos of challenge and drives for business success	1	2	3	4	5	Don't know
Is able to deliver a powerful message which motivates people at difficult times	1	2	3	4	5	Don't know
Projects authority without aggression	1	2	3	4	5	Don't know
Constantly takes into account the longer term needs of the business and identifies risks and opportunities which will arise	1	2	3	4	5	Don't know
Adheres to relevant commercial and financial regulation	1	2	3	4	5	Don't know
Allocates corporate resources to optimise the results of all plans	1	2	3	4	5	Don't know
Knows when to take a risk in decision making	1	2	3	4	5	Don't know
Balances conflicting agendas	1	2	3	4	5	Don't know
Able to organise and marshal resources to drive profitability	1	2	3	4	5	Don't know

Understands the key financial drivers in the internal and external business environment, and looks for cost effective solutions.	1	2	3	4	5	Don't know
Responds positively, with commitment and enthusiasm to setbacks and obstacles	1	2	3	4	5	Don't know
Makes sure that the business is driven by the needs of its customers	1	2	3	4	5	Don't know
Good at finding ways of tackling situations they haven't seen before	1	2	3	4	5	Don't know
Identifies the critical point, by when decisions must be made	1	2	3	4	5	Don't know
Is a source of strength in times of uncertainty	1	2	3	4	5	Don't know
Responds positively to feedback and acts upon it	1	2	3	4	5	Don't know
Encourages people to develop themselves by taking responsible risks	1	2	3	4	5	Don't know
Makes sure that there is a good two way flow of communication throughout the business	1	2	3	4	5	Don't know
Sees behind what is going on to identify the dynamics of a situation, process or problem	1	2	3	4	5	Don't know
Treats major obstacles as challenges	1	2	3	4	5	Don't know
Builds teams with appropriate expertise to achieve results, and empowers teams to take action and resolve own issues	1	2	3	4	5	Don't know
Promotes a drive for quality across the organisation	1	2	3	4	5	Don't know
Drives self and others on when facing difficulty	1	2	3	4	5	Don't know
Encourages and enables others to talk with openness and honesty	1	2	3	4	5	Don't know
Balances drivers for change against potential constraints	1	2	3	4	5	Don't know
Looks for the opportunities that arise during times of change	1	2	3	4	5	Don't know
Creates a compelling picture of the organisation's vision, consistent with its values, which inspires others to feel a personal stake in its future	1	2	3	4	5	Don't know

Accurately anticipates emerging trends in the marketplace and associated customer expectations	1	2	3	4	5	Don't know
Says thank you on behalf of the organisation	1	2	3	4	5	Don't know
Demonstrates understanding through active listening, which shows respect for views and perspectives different from own	1	2	3	4	5	Don't know
Recognises global trends in markets and their relevance for the business	1	2	3	4	5	Don't know
Can switch easily between different jobs and situations	1	2	3	4	5	Don't know
Has excellent negotiating skills	1	2	3	4	5	Don't know
Behaves like a high profile leader	1	2	3	4	5	Don't know
Finds ways of achieving change without provoking opposition	1	2	3	4	5	Don't know
Sets challenging and stretching goals for self even after having achieved significant personal success	1	2	3	4	5	Don't know
Encourages bold win-win business planning	1	2	3	4	5	Don't know
Creates and communicates an inspiring vision, which wins commitment	1	2	3	4	5	Don't know
Able to see parallel situations and draw lessons from them	1	2	3	4	5	Don't know
Develops successors by accurately assessing the strengths and weaknesses of others.	1	2	3	4	5	Don't know
Takes decisions that position the business as the market leader ahead of emerging trends	1	2	3	4	5	Don't know
Promotes a team culture at all levels of the organisation	1	2	3	4	5	Don't know
Chooses and develops strategies that differentiate business from competitors	1	2	3	4	5	Don't know
Anticipates trends (social, economic, political, technological and regulatory) that potentially impact the business	1	2	3	4	5	Don't know

Manages to deliver maximum results for the least cost in terms of time and resources	1	2	3	4	5	Don't know
Encourages team members to use their diverse skills to complement one another	1	2	3	4	5	Don't know
Identifies and makes unpopular decisions when necessary	1	2	3	4	5	Don't know
Promotes organisational honesty at all levels	1	2	3	4	5	Don't know
Makes the right decision for the whole business, rather than own function or department	1	2	3	4	5	Don't know
Clearly communicates the contribution that individual teams make towards achieving the corporate vision	1	2	3	4	5	Don't know
Encourages input and advice from others on company strategy	1	2	3	4	5	Don't know
Takes responsibility for own actions and decisions	1	2	3	4	5	Don't know
Creates a climate of trust and collaboration across the organisation	1	2	3	4	5	Don't know
Articulates expectations for others and communicates the benefits	1	2	3	4	5	Don't know
Risks unpopularity to make the right business decision	1	2	3	4	5	Don't know
Looks at the bigger picture and plans for the long term	1	2	3	4	5	Don't know
Publicly recognises the contributions of individuals and teams	1	2	3	4	5	Don't know
Overthrows conventional views and makes radical changes to achieve business success	1	2	3	4	5	Don't know
Translates the organisation's vision into successful, new, strategic initiatives.	1	2	3	4	5	Don't know
Is open about own personal development as an example to others	1	2	3	4	5	Don't know
Balances strategic vision against demands of immediate operational challenges	1	2	3	4	5	Don't know
Makes sure that all the business implications are properly researched and taken into account when considering plans or actions	1	2	3	4	5	Don't know
Focuses on team objective rather than personal agenda	1	2	3	4	5	Don't know

Demonstrates broad and astute business sense	1	2	3	4	5	Don't know
Pursues new business opportunities and makes them a reality	1	2	3	4	5	Don't know
Generates a clear vision for the future of the business	1	2	3	4	5	Don't know
Proactively takes ownership of problems affecting the business	1	2	3	4	5	Don't know
Makes sure that people have the support they need to realise their aspirations	1	2	3	4	5	Don't know
Demonstrates commitment to team-working by personal example	1	2	3	4	5	Don't know
Makes sure that people understand that their personal development goes hand in hand with the health of the business	1	2	3	4	5	Don't know
Is able to creatively tailor communication in terms of both message and delivery to the audience	1	2	3	4	5	Don't know
Goes out of the way to put self into new situations in order to learn and enhance his/her own skills	1	2	3	4	5	Don't know
Creates an expectation of a high performance culture and stretches others beyond what they thought was possible	1	2	3	4	5	Don't know
Takes calculated risks in order to achieve significant business gains	1	2	3	4	5	Don't know
Effectively lobbies key people and then uses them to support a position	1	2	3	4	5	Don't know
Able to understand and quickly see the key issues in a broad range of subjects	1	2	3	4	5	Don't know
Motivates the organisation through positive leadership style	1	2	3	4	5	Don't know
what would you like <NAME> to do differently or stop doing?	<input type="text"/>					
what does <NAME> do well that you would like them to do more often?	<input type="text"/>					