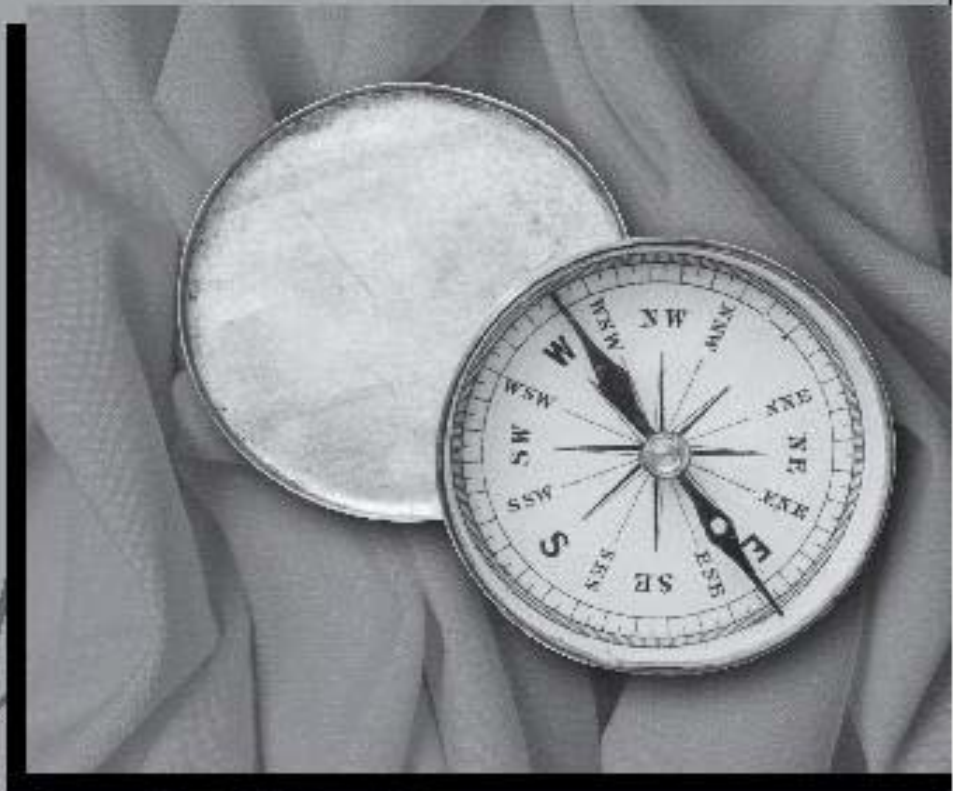


Supertraining, Inc.

A source of insight for leaders



The Leadership Skills Assessment



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Introduction

Albert Einstein was once asked how he was able to come up with his theory of relativity. His answer, he said he “*changed the way he thought about the problem*”.

The challenge for the next century is finding ways to continually develop more effective leadership in our lives (in government, our communities, our businesses and even our families). When business leaders are asked to identify the issues that cause them the most concern, two consistently top the list:

Improving product quality and

Enhancing customer service

Even perfect quality does not guarantee success in business. The best predictor of future profitability is a rising level of customer loyalty. Quality and customer service alone cannot deliver consistent rises in customer loyalty. Only quality leadership can bring about a consistent level of success in loyalty. Perfect quality and excellent service are outcomes of effective leadership.

The challenge for us is to change the way we think about the problem of leadership. Everyone knows a great leader when they see one, but how does one become a great leader? The age-old question is, *Are leaders born or made or are they born?* I believe they are made. With the most effective theory and the right tools, leaders can be trained and developed.

Theory

Leadership is a process of developing a reciprocal relationship between the leader and constituents.

If you believe leadership is a process, then it can be studied and improved. The purpose of this leadership survey is to provide effective feedback to enable anyone to develop the skills necessary to improve the leadership process.

Who decides if a leader is superior? It's the constituents. What is a constituent? A constituent is a person who plays an active role in the day-to-day activity in an organization. He/she authorizes another (a leader) to act on their behalf for certain decisions.

Who decides if a leader is competent? The constituent! They are the “customer” of the leader. The customer of a leader can be an external customer, an employee or an investor (shareholder). The constituents evaluate leaders on his or her abilities to lead. We need to clearly define these abilities.

Leadership is a process. Thinking about leadership as a process offers the most enthusiastic and optimistic perspective. Everyone needs to be a leader, on some level, everyday. The belief that leaders are born not made limits most people to assume they can never aspire to a leadership position. If leadership is a process then everyone has an opportunity to play a leadership role each day. Everyone, therefore, has a stake in understanding the process of leadership and improving his or her leadership skill everyday. An improvement in leadership skills can mean an improvement in the quality of everyday life.

Leadership is about developing credibility. The more credibility one has, the greater the chance of attracting constituents (those willing to have the leader act on their behalf). Having credibility means having trust and confidence of the constituents.

Constituents have certain basic expectations of their leaders. Constituents want leaders who can hold to principles and ethics. They want leaders who can put the interests of others ahead of their own. They want certain qualities. These can be summarized into four demonstrations of ability or disciplines of leadership behavior:

- Demonstrating the ability to create, and communicate a vision and strategy.
- Demonstrating the ability to behave with integrity.
- Demonstrating the ability to inspire others (constituents such as employees, customers, suppliers, business partners and investors).
- Demonstrating the ability to accomplish tasks i.e. being capable.

Constituents confer power upon a leader. Constituents will willingly follow, if the leader is credible, because everyone will be better off if they do. The operative word is *willingly*.

An effective leader is able to solicit commitment (vs. compliance) from his or her constituents. Constituents want to cooperate and they *want* to follow a credible leader. Constituents understand why they are following. They responsibly and thoughtfully agree with the vision, integrity, inspiration and accomplishments communicated by the leader. If the constituents are not willing to follow, then the relationship shifts from one of *willing commitment* to one of *forced compliance*. The leader is more like a dictator and the constituent is seen as needing to be controlled. Energy, time and money are often wasted.

Leadership Matrix

If an organization is to be optimized everyone needs to be a leader. Therefore leaders are made not born and everyone has an opportunity to play a leadership role everyday. Everyone has a stake in understanding the process of leadership and improving his or her leadership skill everyday. An organization that focuses on helping employees improve leadership skills creates a strategic advantage.

Leaders are responsible for creating commitment and accountability in an organization. The greater the commitment and accountability in an organization's culture, the better will be the:

Quality

Employee Moral

Customer Loyalty

Employee loyalty

Profitability

Productivity

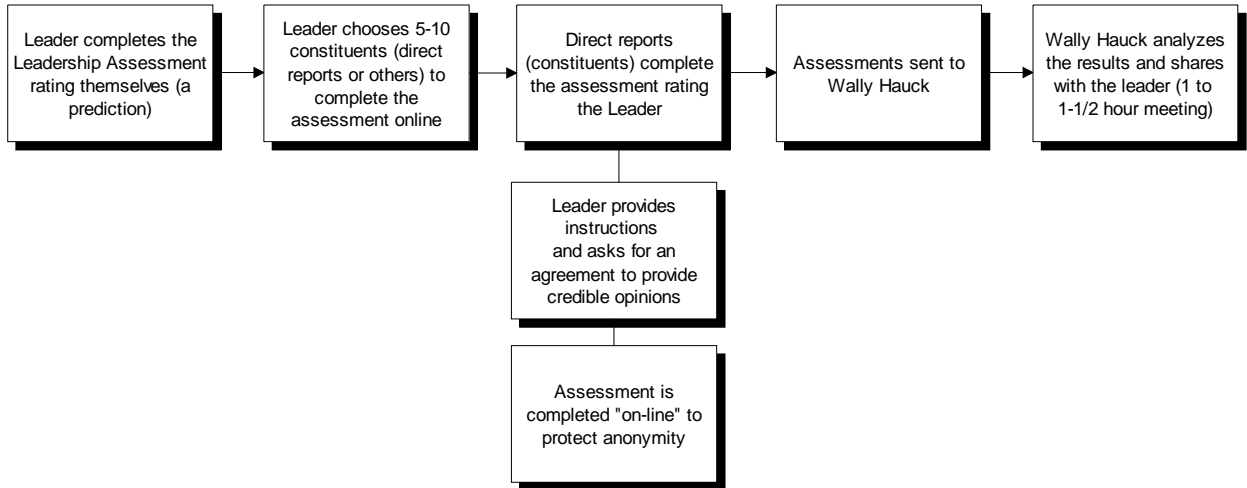
Commitment: Commitment is the act of entrusting in a person or course of action. A committed employee voluntarily pledges to do something. Commitment is the process of being bound emotionally and intellectually to a course of action. The presence of commitment suggests high intrinsic motivation and minimal compliance.

Accountability: Those who are accountable have made an agreement to perform, behave, or follow through in some way. They have committed to take specific actions and they are answerable for the outcomes. They have all the skills, knowledge, authority, training and tools necessary to get the job done.

A set of accountabilities is like a job description. Employees who are accountable are expected to get certain predictable results because they have been trained and have the resources they need. One can only be accountable for those things under one's control and therefore the rules, the policies, expectations, methods, and processes all need to be clear if someone is to be held accountable. If all these are clear there is no drama, no surprises and minimal waste. If any of these are unclear then predictions will be inaccurate; there will be unexpected upsets, surprises and errors.

One cannot have accountability without clarity in all these areas.

Leadership Assessment Instructions



Assessment Link: http://assess.trainingregistry.com/assessments/assessment_entry.asp?m=280&a=172
Password Access Code: Enter Code: To see a sample assessment enter 12345.

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