

Leadership Assessment Tool
Global Leader of the Future Inventory*

Research has shown that the following core competencies are critical for effective leadership. Take a self-assessment or pass this along to a close colleague for independent feedback. Jacobson Consulting Inc. can help you with the interpretation of the data and facilitating team building sessions or one to one personal support for executives seeking to improve the areas that need to be enhanced.

| Area | Leadership Competency |
|-----------------------------------|--|
| Demonstrating Integrity | 1 Demonstrates honest, ethical behavior in all interactions. |
| | 2 Ensures that the highest standards for ethical behavior are practiced throughout the organization. |
| | 3 Avoids political or self-serving behavior. |
| | 4 Courageously stands up for what she/he believes in. |
| | 5 Is the role model for living our organization's values (leads by example). |
| Encouraging Constructive Dialogue | 6 Asks people what he/she can do to improve. |
| | 7 Genuinely listens to others. |
| | 8 Accepts constructive feedback in a positive manner (avoids defensiveness). |
| | 9 Strive to understand the other person's frame of reference. |
| | 10 Encourages people to challenge the status quo. |
| Creating a Shared Vision | 11 Creates and communicates a clear vision for our organization. |
| | 12 Effectively involves people in decision-making. |
| | 13 Inspires people to commit to achieving the vision. |
| | 14 Develops an effective strategy to achieve the vision. |
| | 15 Clearly identifies priorities. |
| Developing People | 16 Consistently treats people with respect and dignity. |
| | 17 Asks people what they need, to do their work better. |



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- Building Partnerships
- 18 Ensures that people receive the training they need to succeed.
 - 19 Provides effective coaching.
 - 20 Provides developmental feedback in a timely manner.
 - 21 Provides effective recognition for other's achievements.
- Sharing Leadership
- 22 Treats co-workers as partners, not competitors.
 - 23 Unite his/her organization into an effective team.
 - 24 Builds effective partnerships across the company.
 - 25 Discourages destructive comments about other people or groups.
 - 26 Builds effective alliances with other organizations.
 - 27 Creates a network of relationships that help get things done.
- Empowering People
- 28 Willingly shares leadership with business partners.
 - 29 Defers to others when they have more expertise.
 - 30 Strives to arrive at an outcome with others (as opposed to for other's).
 - 31 Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism").
- Thinking Globally
- 32 Builds people's competence.
 - 33 Takes risks in letting others make decisions.
 - 34 Gives people the freedom they need to do their job well.
 - 35 Trusts people enough to let go (avoids micromanagement).
- 36 Recognizes the impact of globalization on our business.
 - 37 Demonstrates the adaptability required to succeed in a global environment.
 - 38 Strives to gain the variety of experiences needed to conduct global business.
 - 39 Makes decisions that incorporate global considerations.



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- Appreciating Diversity
- 40 Helps others understand the impact of globalization.
 - 41 Embraces the value of diversity in people (including culture, race, sex, or age).
 - 42 Effectively motivates people from different cultures or backgrounds.
 - 43 Recognizes the value of diverse views and opinions.
 - 44 Helps others appreciate the value of diversity.
 - 45 Actively expands his/her knowledge of other cultures (through interactions, language study, travel, etc.).
- Developing Technological Savvy
- 46 Strives to acquire the technological knowledge needed to succeed in tomorrow's world.
 - 47 Successfully recruits people with needed technological expertise.
 - 48 Effectively manages the use of technology to increase productivity.
- Ensuring Customer Satisfaction
- 49 Inspires people to achieve high levels of customer satisfaction.
 - 50 Views business processes from the ultimate customer perspective (has an "end to end" perspective).
 - 51 Regularly solicits input from customers.
 - 52 Consistently delivers on commitments to customers.
 - 53 Understands the competitive options available to his/her customers.
- Maintaining a Competitive Advantage
- 54 Communicates a positive, "can do" sense of urgency toward getting the job done.
 - 55 Holds people accountable for their results.
 - 56 Successfully eliminates waste and unneeded cost.
 - 57 Provides products/services that help our company have a clear competitive advantage.



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- Achieving Personal Mastery
- 58 Achieves results that lead to long-term shareholder value.
 - 59 Deeply understands her/his own strengths and weaknesses.
 - 60 Invests in ongoing personal development.
 - 61 Involves people who have strengths that he/she does not possess.
 - 62 Demonstrates effective emotional responses in a variety of situations.
 - 63 Demonstrates self-confidence as a leader.
- Anticipating Opportunities
- 64 Invests in learning about future trends.
 - 65 Effectively anticipates future opportunities.
 - 66 Inspires people to focus on future opportunities (not just present objectives).
 - 67 Develops ideas to meet the needs of the new environment.
- Leading Change
- 68 Sees change as an opportunity, not a problem.
 - 69 Challenges the system when change is needed.
 - 70 Thrives in ambiguous situations (demonstrates flexibility when needed).
 - 71 Encourages creativity and innovation in others.
 - 72 Effectively translates creative ideas into business results.

