

MAY 2, 2022



**DEFY  
EXPECTATIONS**

# DE LEADERSHIP DIAGNOSTIC

## Sample Report

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### How to get the best out of this report?

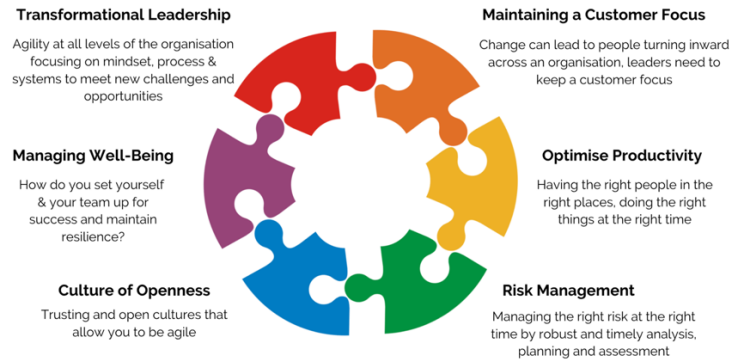
This report is an overview of where you are, not of your potential. You are on a leadership journey; you need to define your starting point and your destination before you can plot your route. This report gives you your starting point. It assesses your current skills. This is the beginning of your leadership journey. There is no right or wrong place to start, and these scores are a snapshot not a judgement.

### What this means and what is next?

Leadership is a lifelong journey; you need to be the best leader that you can be in the role you are in now. You will work with your coach will now define the type of leader you want and need to be at this moment in your career. Your coaching will focus on developing you in all areas of this report, driving improvement in skills, knowledge, behaviours, and mindset across all areas. You will take this assessment again during the coaching process to ensure that you are on track for the goals you want to achieve.

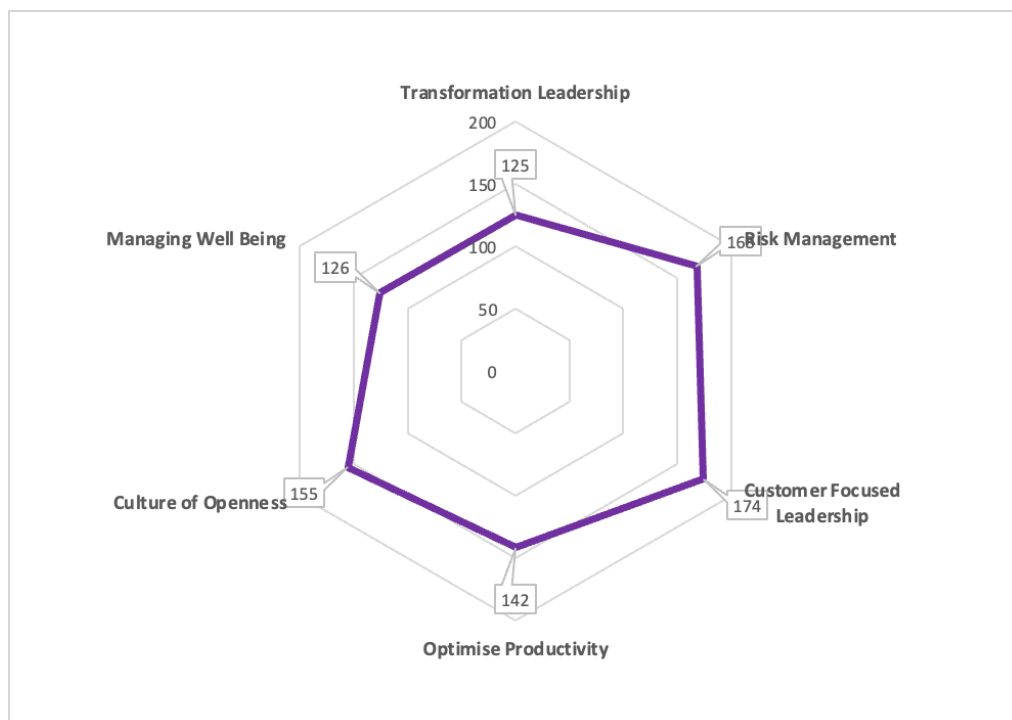
## How do rank across the 6 key areas of Leadership

As you develop yourself as a leader it is important that you focus on the areas that are going to make the biggest difference to your people, your customers and your business objectives in your current role. This assessment is based on investigating your abilities in these 6 areas.



Below is an overview of what this assessment has returned. As we move forward on your development journey together, we will focus on making improvements across all areas.

6 Aspects of Leadership	Average Score
Transformational Leadership	7.1
Risk Management	8.3
Customer Focused Leadership	8.5
Optimise Productivity	7.4
Culture of Openness	7.6
Managing Well Being	7.8





## Transformational Leadership

Transformational Leadership is the first of the six skills that we at Defy Expectations believe leaders will need in today's business world. Transformational Leadership is not the old command and control leadership as we knew it, nor even some of the other styles of leadership that have been fashionable in the past decade. Transformational Leadership is leadership for a world where humans will work with machines that will, in many ways, be more intelligent than we are. A world where the future of humanity is under threat from climate change, pandemics and natural disasters; a world where populations fight for survival and countries fight over resources; but also, a world filled with extraordinary opportunity for the courageous leader.

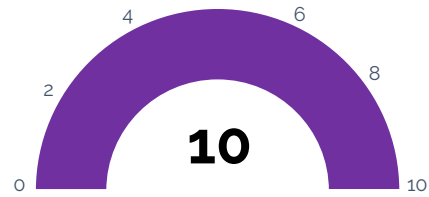
### What does great Transformational Leadership look like?

A great transformational leader:

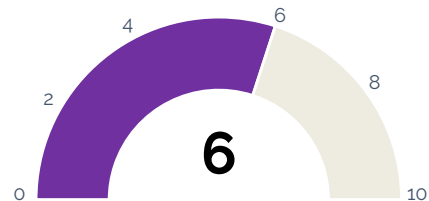
- Pushes themselves to continually learn; they are not confined to the traditional "norms" of leadership and put learning first. For example, they will study during the working day and in front of their teams
- They spend time understanding their limitations and asking what they can do to overcome them
- They look to fall in love with the process rather than the outcome, making sure that each step is moving them in the right direction and supports their team to do likewise
- They have clear plans which they implement with their team to develop everyone, including themselves
- They focus on ensuring their teams are doing the activities that will keep them moving towards their goals and delivering on key priorities
- They deliberately and ruthlessly stop activities that are not aligned with long term goals

### Responses

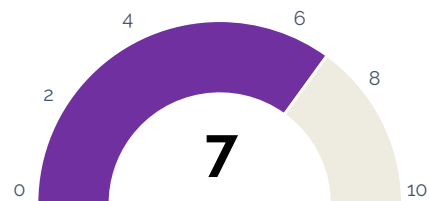
1. I am comfortable pushing myself outside my comfort zone



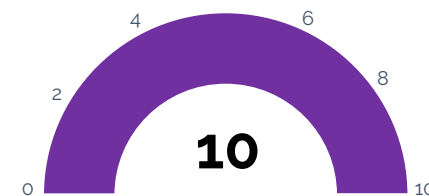
2. I push myself outside my comfort zone on a weekly basis deliberately



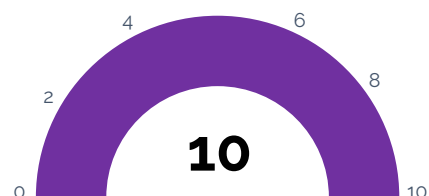
3. I put aside time each day to learn about my people, my skill set, my company processes, and my industry as a daily activity



4. I consistently and proactively uphold the values of my company



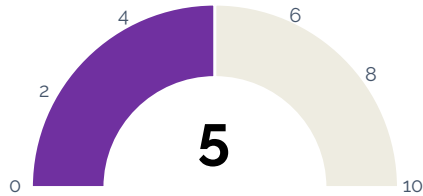
5. I deliberately and consistently role model the values of my company in all my interactions



6. I have a clear process for decision making that is documented and known by my team

Not Answered

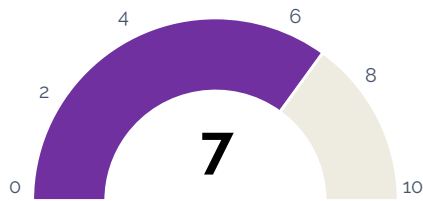
7. I feel empowered to make decisions daily



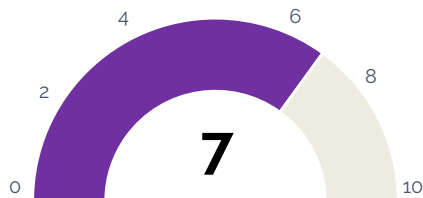
8. I have a clear and documented process to gather insight and lessons learnt to review successes and failures

Not Answered

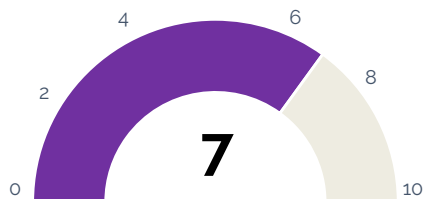
9. I empower my team to prioritise learning over other activities



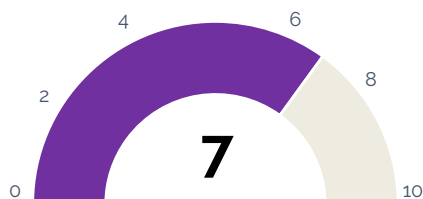
10. I have a clear plan to develop each member of my team



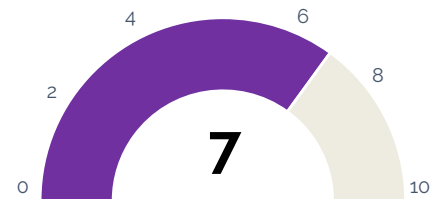
11. I feel I am a competent and committed coach to my team



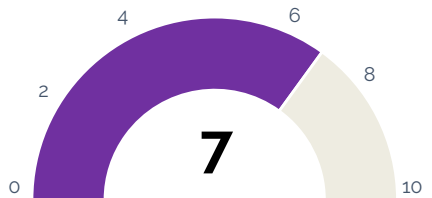
12. I have a clear plan of how I am to coach each of my team to reach their objectives



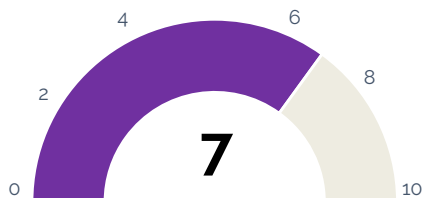
13. I know what behaviours I need my team to exhibit for us to reach our objectives



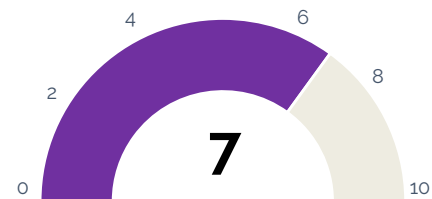
14. I know the mindset of my team



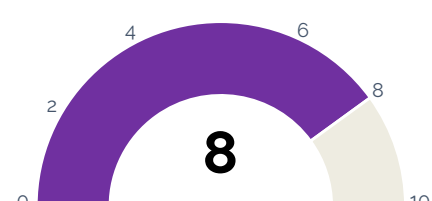
15. I know how to coach my team through change



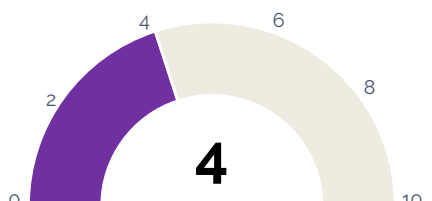
16. I know all of my critical stakeholders and what their objectives are



17. I have a plan to engage with all of my critical stakeholders to ensure that our objectives are met



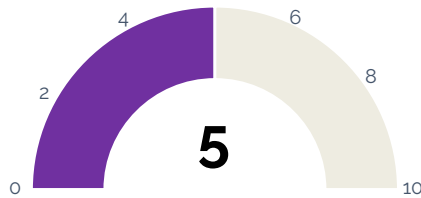
18. I feel comfortable reading a business or industry book or article in front of my team and peers during the working day



**19. I can clearly articulate my purpose and that of my team**

Not Answered

**20. I have a structured process/ approach to ensure the on-going building of my team**



**21. What is the process you use to craft your communication to your audience?**

Process which I use is as below: 1. Identify Issue/Agenda /Topic and craft the response by involving all stakeholders 2. Make sure my response is clear & concise with multiple iteration & review 3. Identify communication platform (Offline / Digital) and release the response or communication as suited to different platform

**22. When you are asked about the vision and values of the company, you:**

Respond with a clear understanding of the vision and values and how these affect your behaviour towards all stakeholders

YR

Can remember the key messages but you are not completely clear on how to implement them

Are embarrassed that you cannot remember them

Move the conversation on to another topic

Feel cynical as you are not sure the behaviours of the organisation align with the vision and values

**23. If asked for a definition of the mindset, behaviours and competencies that will be required for delivering the vision, you:**

Are clear what these are, how they are measured, and how they relate to the delivery of the vision and values

YR

Are clear about what the vision and values are but have not thought through how to deliver them

Have a rough idea of them but don't really see how they relate

Do not believe that they are important

**24. When asked about your commitment to invest in team building and leadership training**

Have a clear understanding of what is required to support the vision and values and have in place a project plan and budget for which you are proactively accountable

YR

Have a clear understanding of what is required to support the vision and values but do not have a project plan and budget in place

Are waiting to be told what budget will be available before you plan

Do not believe the organisation will fund any training

Feel that this is not your responsibility and HR should be leading it

**25. When asked about your decision-making framework you:**

Are clear what decisions you can make and, if necessary, how to drive the process for more senior decision making

YR

You understand what decisions you can take but find it hard to drive the escalation process

You understand what decisions you are supposed to be able to take but find that others question them

You have given up trying to make decisions – it's all too difficult

## 26. When a project comes to an end you:

Have a clear process for the regular review of successes and failures that is committed to learning lessons rather than allocating reward or blame

BR

Do a review but find it harder to embed the learning

Only ever look at what went wrong

YR

Are so relieved the project is over that you do not review it



## Risk Management

Most organisations would say they manage risk well, but mostly they manage the obvious risks well.

They review risk once a year and create and monitor a perfectly respectable risk register. What they often fail to consider are the big risks, the unthinkable risks, the expensive existential risks. The sort of risks that come with a global pandemic, a war, the discovery that your product does not work. Yet these risks are predictable, they happen, but they are very hard to think about. If you are running a business, you must think about these risks and act. The "bury your head in the sand" strategy may work for ostriches but it's not a recipe for business success. Businesses need to continually learn how to manage risk and leverage the opportunity it brings.

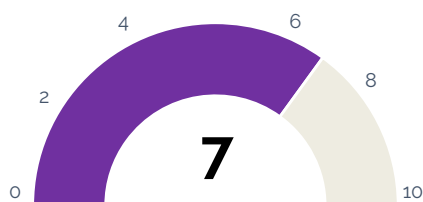
### What does great Risk Management look like?

Great risk management:

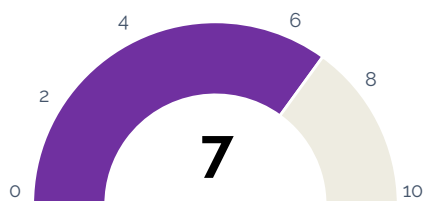
- Takes time to think outside the standard process or regulation to understand all the risks that could have an impact on your business
- Openly talks about these risks and what the plans are to mitigate them
- Consistently researches changes on the horizon from different and diverse sources
- Feels empowered to make plans for risks and takes action to mitigate and implement plans

### Responses

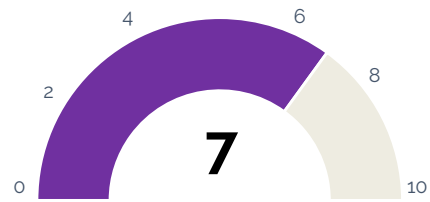
**27. I feel trusted to take decisions that involve risk**



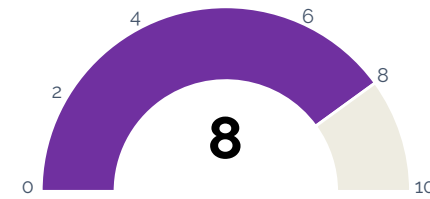
**28. I can articulate our risk process and understand the expectations the company has on me to manage our risk**



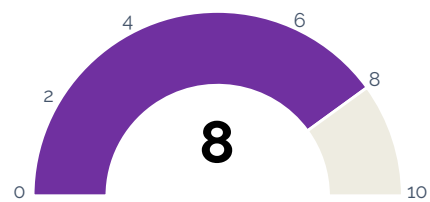
**29. I feel empowered to address and openly discuss all risks that may impact our business**



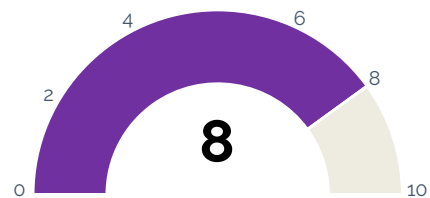
**30. I regularly and proactively seek diverse opinions on the risks that may impact our business**



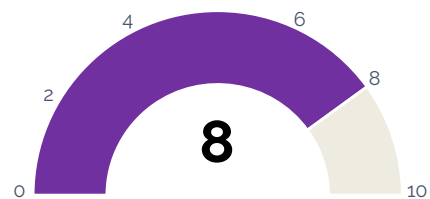
**31. I regularly attend events or webinars to learn about risks that may impact my business**



**32. I am comfortable coaching my team to assess risk at all levels. For example, people, products, ESG, regulatory changes etc.**

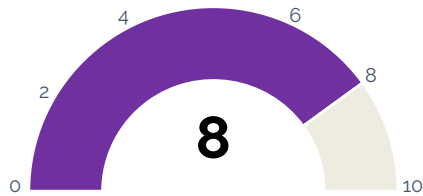


**33. I have a clear plan and process to mitigate specific identified risks**





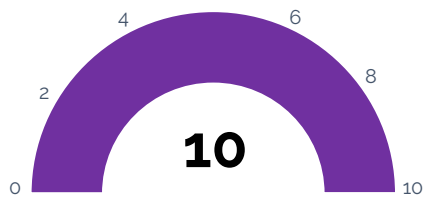
34. I regularly schedule time with my team to brainstorm a wide range of potential risks



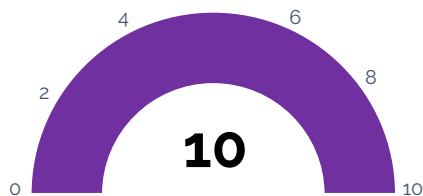
35. I schedule time to research new players in the industry of all sizes and share this research openly



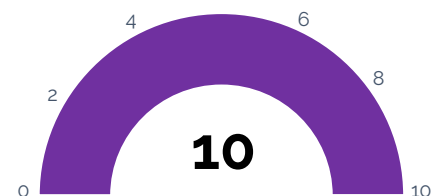
36. I encourage my team to research new players in the industry and share their insights



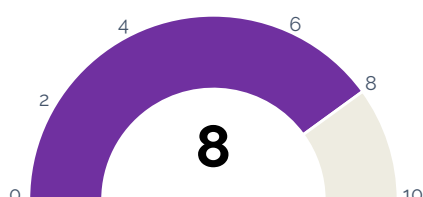
37. I feel comfortable upholding my team to all company policies and regulations



38. I view maintaining a healthy company culture as a critical part of managing risk



39. I feel empowered to escalate and gain support when I identify potential risks



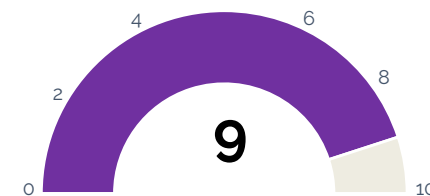
40. I feel able to assess what resources or resolution are best needed to manage key risks



41. I am empowered to allocate resources where appropriate to mitigate risk



42. I feel comfortable communicating risks without creating fear in my audience



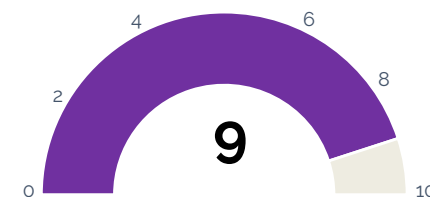
43. I use risks as an opportunity to brainstorm new possibilities with my team quarterly



44. I have a clear and documented escalation steps for my team to highlight risks to me outside scheduled meetings



45. I am comfortable taking risks



**46. I feel able to discuss and plan for existential risks**



**47. What sources do you use to identify potential risks to your business?**

Digital Medium like Google , LinkedIn, News, Blogs

**48. When you are asked to create a risk register for your department, you:**

Consider the obvious risks but also the big existential risks that happen rarely but are devastating. Set up mitigation plans, secure budget, and review quarterly

**YR**

Consider the obvious risks, set up mitigation plans and review annually

Consider the obvious risks but fail to secure any budget

Decide you will deal with problems when they happen

**49. Looking at the risks you have identified, you**

Set up scenario planning sessions with both internally and with customers where appropriate. Look at both the opportunities and threats and create plans for the most likely

**BR**

Do some scenario planning but only for the most obvious threats

**YR**

Leave it all to the strategy team – after all it's their job.

Ignore the problem and hope it goes away

**50. Diversity of thinking is proven to improve response to risk. When considering diversity, you:**

Involve a broad range of people, particularly diverse ages, seniority and technical backgrounds.

**YR**

Work with your own team and their peers

Talk to a few people you know and trust

Really don't have the time to think about this



## Customer Focused Leadership

It's very easy to claim that your customers are the lifeblood of your company. After all, they pay everyone's salary, don't they? When we start to work with a company, we begin with a very simple diary analysis of where executive time is spent. What the analysis often reveals is how much time is spent internally and how little is customer facing. The people who spend their days working with customers are generally quite junior. If you have invested in hiring and retaining great customer facing people, then they will do a good job for your company, but over time the senior people become more and more removed from their customer needs. Customer focus means that data does not replace the need to meet and gather direct customer insight, to look your customers in the eyes and truly understand their context and objectives.

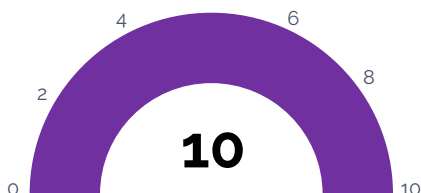
### What does great Customer Focus look like?

Great customer focus:

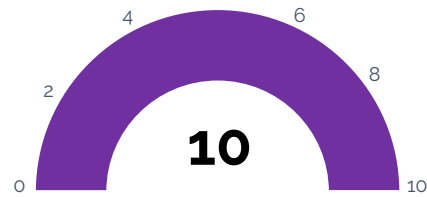
- Listens to understand the voice of the customer and actions the feedback when it aligns to company strategic objectives
- Supports all levels of the organisation to say no to internal meetings and processes that take time away from customers
- All employees understand the value that the company offers and the impact their products and services have on their customers and users
- Going beyond the data gathered to meet and engage directly with customers

### Responses

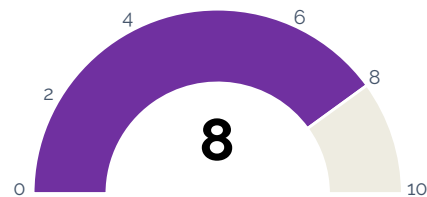
**51. I can name and list our top 20 customers and I know the plan to deliver against expectations**



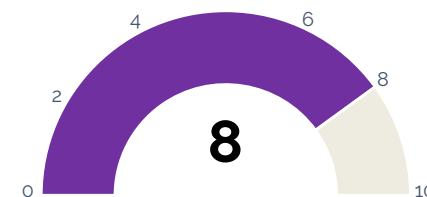
**52. I regularly schedule time to read about industry development and future innovations**



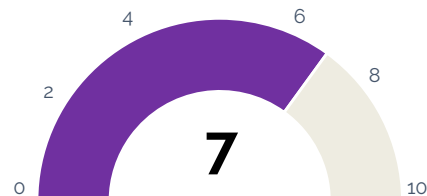
**53. I understand the strategies of our top 10 customers and how we can support them to achieve these**



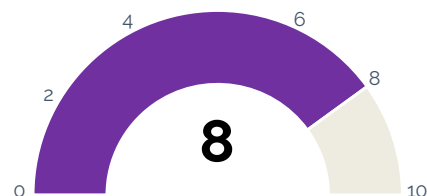
**54. I know and can articulate what our customers will buy from us and the value we give**



**55. I schedule time to personally meet our customers on a regular basis to ensure I understand their challenges and desires**



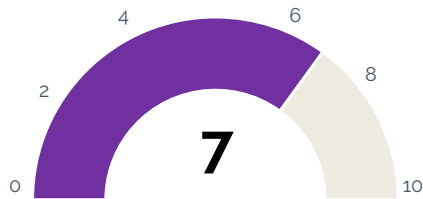
**56. I proactively and consistently build relationships with senior stakeholders from my customers**



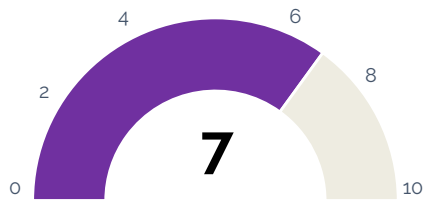
57. I consistently encourage my team to go beyond the data and build relationships with senior customer stakeholders and to broaden their networks



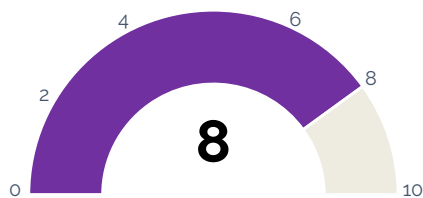
58. I consider myself an expert in my industry



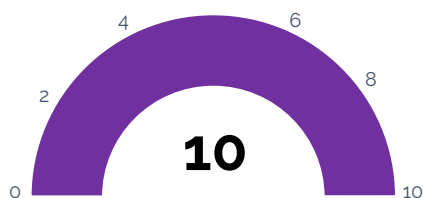
59. I understand our product/ service/ solution roadmaps and the value we plan to bring to our customers with our developments and if no value is evident I feel free to challenge the organisation



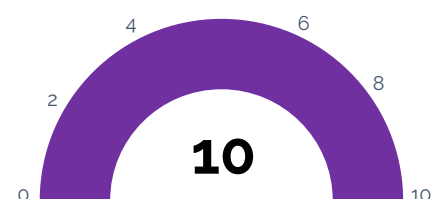
60. I understand our competitors and their strategies



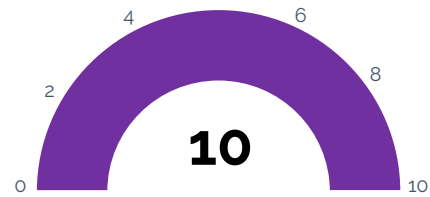
61. I am consistently curious about why we won or lost a customer deal



62. I consistently ask myself and my team "what is in it for the customer?"



63. I assess the value that each project my team are involved in will deliver for our customers



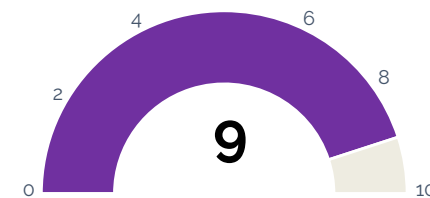
64. I feel empowered to stop any activity or project that does not deliver value to our customers unless it is a legal or regulatory requirement



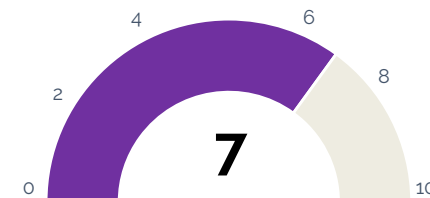
65. I empower my team to say no to any activity or project that does not deliver value to our customers unless it is a legal or regulatory requirement



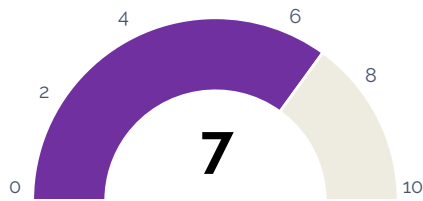
66. I am passionate and curious about the industry I am in



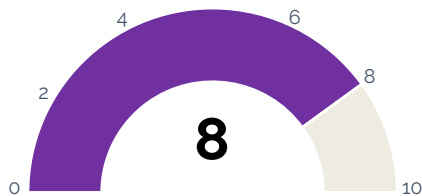
67. I feel excited about the strategy our company is taking to support our customers



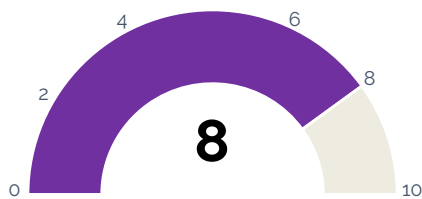
**68. I feel we can support all of our customers to meet their objectives**



**69. I believe in the products/ services/ solutions we offer to our customers**



**70. I feel proud to work for my company**



**71. What is your process for keeping up to date with your customers' strategic objectives?**

I don't have any process as of now but I prefer to talk to customer on what do they want to achieve and how can we be of support to them. It doesn't mean selling always but also supporting them in other things like connecting them with other product or service vendors or any key stakeholders in the industry etc.

**72. What is the value that you and your team offer to your customer?**

In my current organisation, our value to our members is to help them by providing tools & skills in winning more business for their companies, helping them in their professional journey through various initiatives etc.

**73. If you are asked to do an analysis of your business diary, do you find that**

At least 60% of your time is spent on customer facing activity I (including some time every month in customer service (manning telephones, dealing with complaints)



At least 40% of your time is spent on customer facing activity and the rest is internal meetings and projects



Almost all of your time is spent in internal meetings and projects



Your diary is too chaotic to analyse



**74. When hiring customer-facing staff you**

Realise these are the outward face of your company, hire high quality, empathetic people and train them in problem solving



Look for people with good technical skills and experience



Leave the job to HR



Take anyone you can get



**75. How would you describe your company?**

Sales led



Marketing led



Customer led



Product led



Very unclear who leads



**76. When creating new systems and processes you**

Ensure they have the customer at their heart and are efficient for internal users also



Make sure they work for the internal users



Leave it to the CIO



Try to avoid creating anything new and manage with what you have





## Optimise Productivity

At Defy Expectations we have a mantra about productivity. It sounds very simple: "Get the right people in the right places doing the right things at the right time". As with all things that sound simple it's not so easy to do.

Going back to the strategy and agreeing on the small number of important things that need to be done to deliver it can lead to the ending of many projects that are taking time and effort. What are the two or three things that will move the dial?

What are the systems and processes that will support them? If everyone is working towards achieving the two or three critical objectives then the organisation will run more smoothly, people will be more motivated, and things will be done at the right time.

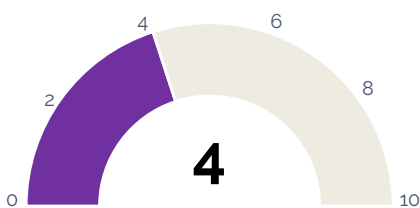
### What does great Productivity look like?

Optimised productivity:

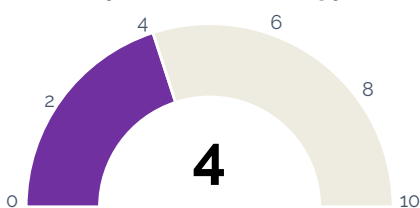
- Welcomes a willingness to say no and stop activities that are not delivering against your long-term goals, no matter what.
- Gives clarity on what makes you perform at your best and how to focus on your development
- Drives ruthless honesty with self to continue to drive improvements within yourself and your team
- Expects a consistent culture of accountability and ownership

### Responses

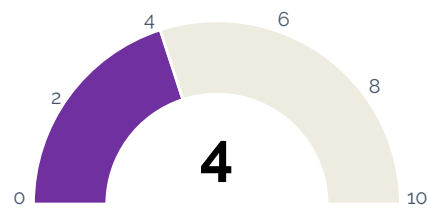
**77. I schedule and plan my days**



**78. I have clear boundaries that I enforce about my time and energy**



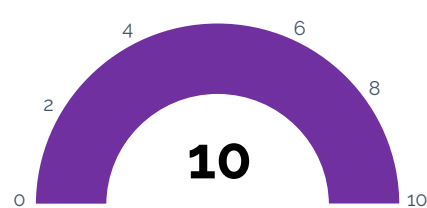
**79. I support my team to say No on a regular basis**



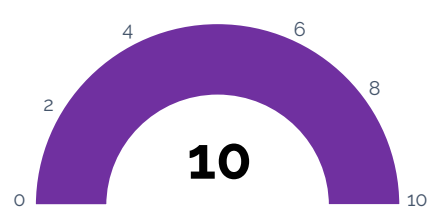
**80. I feel comfortable saying No to requests that are not aligned with my objectives**

Not Answered

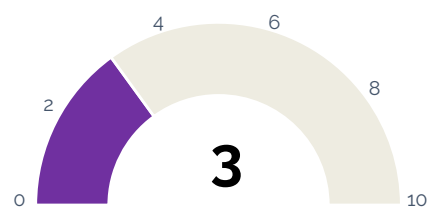
**81. I plan exercise and rest into my work schedule regularly**



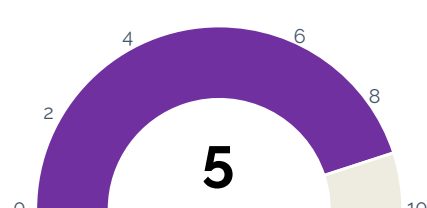
**82. I am open and honest in all my dealings**



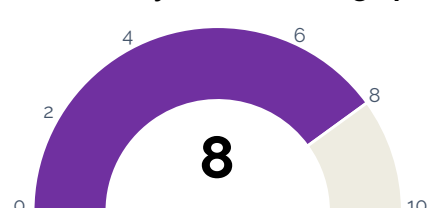
**83. I am ruthless in my timekeeping**



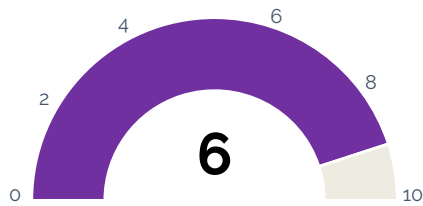
**84. I can articulate what high performance is and I am comfortable coaching others to reach it**



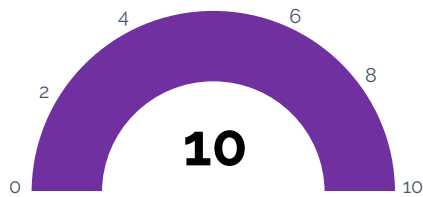
**85. I am seen by others as a high performer**



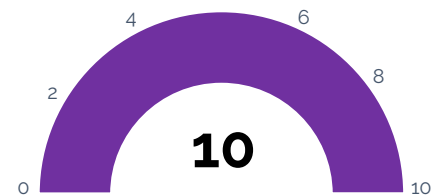
**86. I have techniques that help me manage mental and emotional stress that I am open to discussing and role modelling**



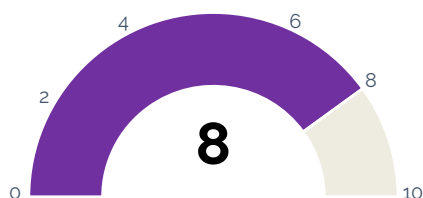
**87. I hold myself to high account and proactively seek the opinions of others**



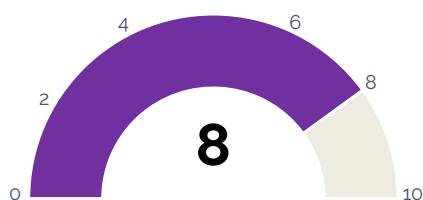
**88. I openly and consistently seek divergent opinions to help me make better decisions**



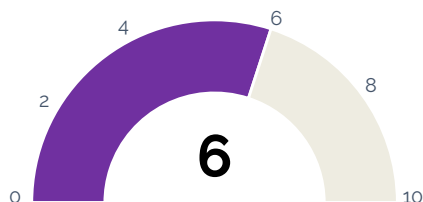
**89. I am happy to embrace change to my habits to improve my productivity**



**90. I am comfortable making quick decisions, even if I don't have all the data**



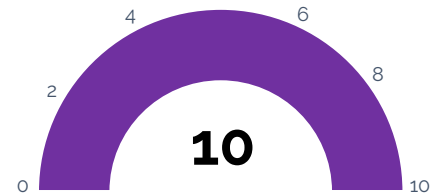
**91. I feel empowered to make decisions**



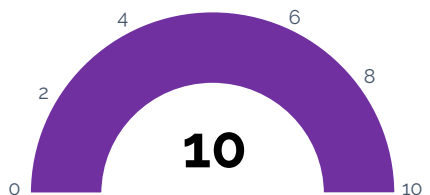
**92. I am excited by change**



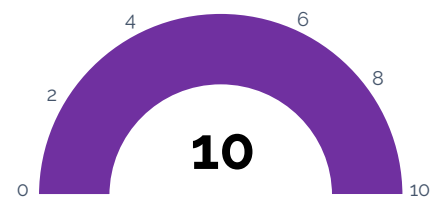
**93. I feel that I have all the data I need to manage my team through changes**



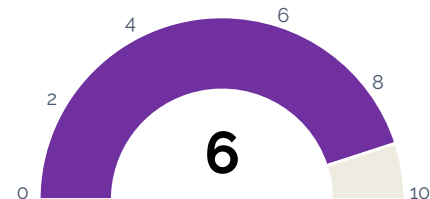
**94. I feel supported to choose my family over my work**



**95. I feel I am supported over my choice to manage my time**



**96. I have a clear and documented process to gather ideas and insights from my team to drive innovation**



**97. How do you assess your and others' productivity levels?**

how quickly and efficiently finishing your work, helping team members and bringing innovative ideas on the table to propel company forward

**98. When a situation arises that you have not planned for, but it is demanding your time and attention, do you**

Give a polite holding response so you can assess the criticality of this request and if you and your team have the bandwidth to deliver to time and expectations before committing to either a yes or a no **BR**

Give a polite response to buy time so that you can reshuffle your day and free up your team to complete the needed work **YR**

Agree to work on the situation there and then and shift calls and tasks from your current schedule to make the time for you to work on this new item

Say no politely as it is not currently in your schedule and suggest someone else who can help

**99. When you are planning your calendar for the upcoming weeks, you**

Make sure that your calendar can be viewed by your team, and the majority of your time is spent on your key objectives, that your personal time (Exercise, family events, medical etc) are included, and that you ditch/delegate unimportant tasks **BR**

Make sure that your calendar can be viewed by your team and the majority of your time is spent on the key objectives of your team, including all calls, meetings, time allocated to tasks, emails, reading and research

Make your diary available but only showing meetings **YR**

Do not let others see your diary

**100. When thinking about the evolution of your team over time you**

Understand the future skills and competencies required by your strategy, how your team is benchmarked against those, and have a clear plan and budget to fill current and future gaps **YR**

Understand the skills and competencies required by your strategy and how your team is benchmarked against those, are working on team development plans, but are reactive when it comes to planning for the future

Know your team well and have worked on development plans with them but are unsure how to deliver these

Are waiting for HR to tell you what people you can have

**101. When thinking about the workload of your team you**

Have a clear idea of the capacity of your team and work with them to shut down/refuse projects that you cannot deliver well, that are ill-defined, or that do not meet organisation's strategic objectives, even if this involves being unpopular with your colleagues **BR**

Realise that the workload is very high, not all of it is strategic, but it can be just about done if you really push the team hard and cut a few corners

Take on everything every project that you are asked to deliver even when you know you do not have the capacity **YR**

Feel pressured and unsupported





## Culture of Openness

This is the age of the Knowledge Worker, where agility, decision making, and innovation are prized.

Without them, organisations will fail in the face of growing global competition. Yet many organisations are still working in the age of Hierarchy, where information is only available to the senior few and decisions are taken at the highest possible point in the organisation.

To make a shift towards engaged people, innovative ideas, and fast moving, adaptive organisations you need to build trust; trust at all levels of the organisation. To make sure that you are doing this with intention and with the safety and well-being of your people as your number one priority.

This process may seem simple, but it is not easy, there will be challenging conversations along the way, tough decisions to make and consistent monitoring of mind-set and heart-set.

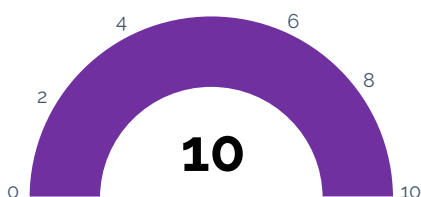
### What does a great culture of openness look like?

A great culture:

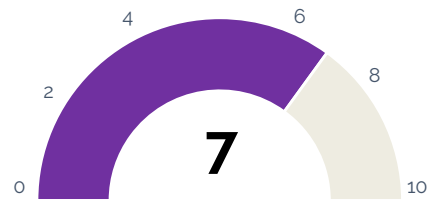
- Makes people feel consistently safe to deliver and learn
- Develops teams to build trust and accountability to each other and the shared goals and vision that has been created
- Allows teams to understand and implement the changes to systems and processes needed
- Allows decision making to be pushed down to the most appropriate level in the organisation ensuring the right people are doing the right things at the right time
- Allows conflict or tough conversations to happen respectfully and in a timely fashion

### Responses

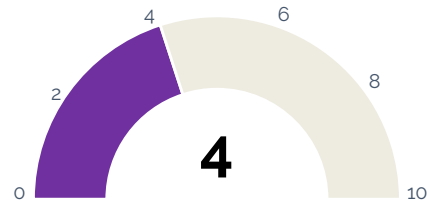
**102. I believe that I am an active listener and I prioritise listening over speaking in all my interactions**



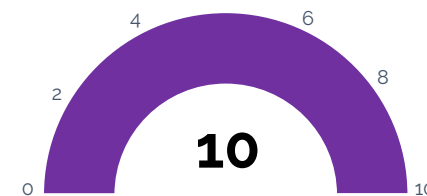
**103. I make all data available to my team unless I am legally unable to**



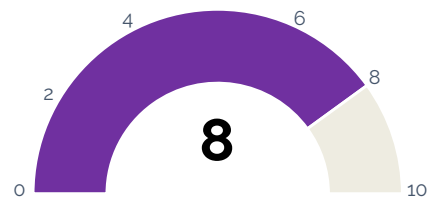
**104. I prioritise trust building amongst my team and schedule time to deepen understanding of each other**



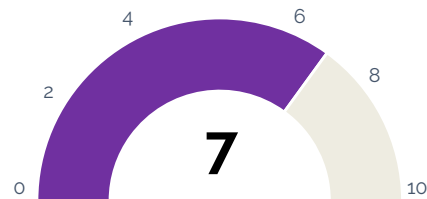
**105. I welcome diverse opinions from all sources**



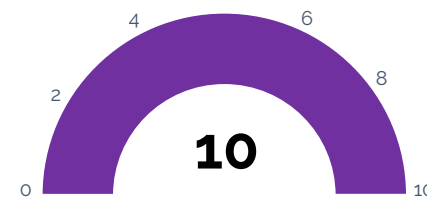
**106. I actively work to create an environment where my people feel safe**



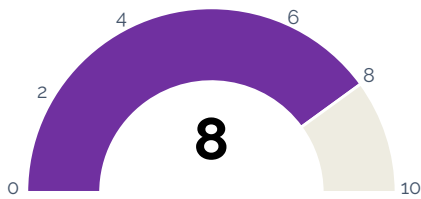
**107. I am clear on what I want my leadership style to be and how it impacts others**



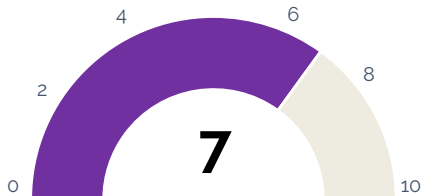
**108. I have a plan to continuously improve my leadership style over time**



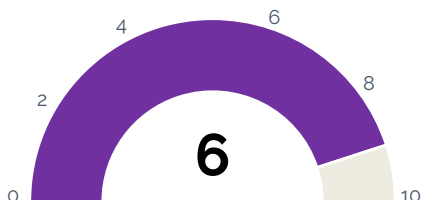
**109.** I focus on how my audience will feel when I am planning my communication



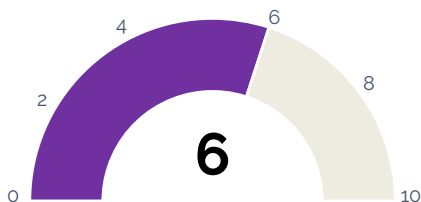
**110.** I actively spend time listening and asking how people are feeling daily



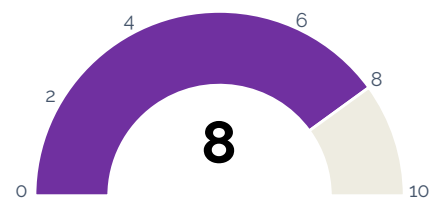
**111.** I create moments to celebrate progress and achievements with my team weekly



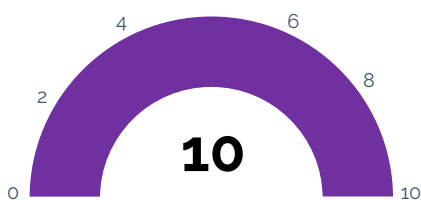
**112.** I have a documented process to share and celebrate the progress of my team with the rest of the organisation



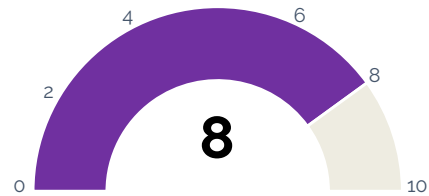
**113.** I love and enjoy leading



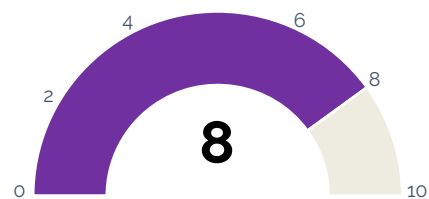
**114.** I feel that I am here to serve and support my team



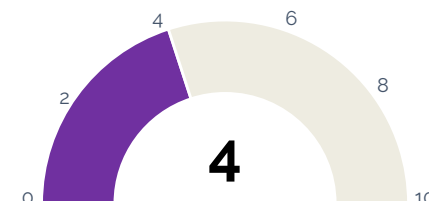
**115.** I have a clear and agreed process to hold myself and my team to account for our behaviours



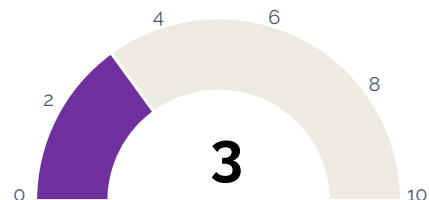
**116.** I have a clear and agreed process to hold myself and my team to account for our objectives



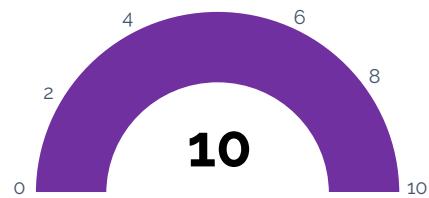
**117.** I am comfortable addressing potential conflict situations within my team



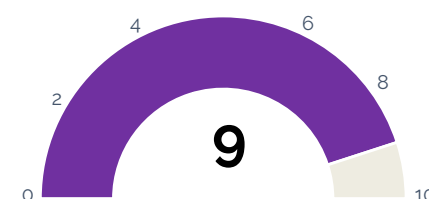
**118.** I have a documented process to support me to work through conflict situations



**119.** I see addressing conflict as a healthy and open way to create bonds and deepen understanding



**120.** I encourage and give forums to voices at all levels of the organisation



**121. I proactively spend time talking to all levels and parts of my company to increase my understanding and insight into our culture**



**122. When asked what a “culture of openness” means, you would say**

A culture where people feel safe, valued, able to innovate and with information and decision making pushed down to the lowest levels

YR

A culture where generally people trust each other, there is little hierarchy and good open communication from senior management

A culture where hierarchy still exists although there is good communication

One where senior managers talk a lot about trust, but do not walk the talk

**123. When one of your team reacts emotionally to a situation, do you**

Stay calm, listen or maintain silence and ask questions to understand the reaction so that you can support the individual in the best way possible and build the trust between you

YR

Look to a colleague or HR to support your team member and deal with the situation, suggesting that the individual take the rest of the day to rest and recover

Listen to the individual and then suggest a solution to solve the problem and suggest you have another meeting in a few days once everything has calmed down

Ignore the reaction, best not to discuss it

**124. When asked to lead on a difficult project you expect**

To have all the necessary information and decision-making authority given to you

YR

To have to regularly check back with senior managers and ask for available information

To have to fight to get the information you need

That if it is a success you will not get the credit but if it is a failure, you will get the blame



## Managing Well-Being

You get in the car to go to work, turn on the engine, and think "that's a rather strange noise". Depending on the level of the noise you'll do one of two things – get help at once or maybe drive for a while and see if it gets worse – if it does, you'll get help.

But when day after day you get up in the morning and the world just feels grey and you have no motivation, then mostly you just carry on with going to work. But you won't be working at your best.

To help our clients perform at their best we have developed a programme that complements all our other coaching services. It acts as a system tune-up to ensure you're bringing your A-game to work, feeling happier, acting with more energy and purpose and less constrained by emotional threats and fears.

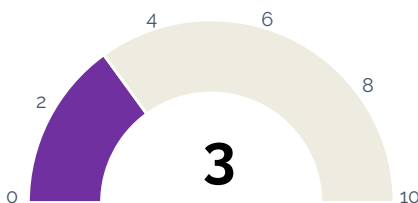
### What does successful managing of Well-Being look like?

Successful well-being:

- Allows people to bring their true selves to work, without the fear of reprisal or reprimand
- Bonds teams in a way that allows people to play to their strengths and expertise
- Encourages vulnerability to enhance understanding of each other and the wider organisation
- Create a focus on what is important to each individual and ensure that they can perform at their best

### Responses

**125. I ruthlessly prioritise and schedule my mental, physical, and emotional well-being over my work commitments**



**126. I understand how I can best manage my well-being and what factors impact my performance**



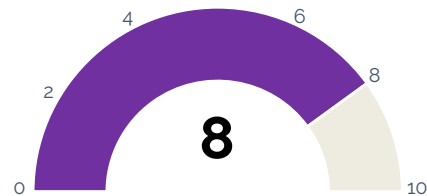
**127. I am open and honest with all my emotions with my team and colleagues**

Not Answered

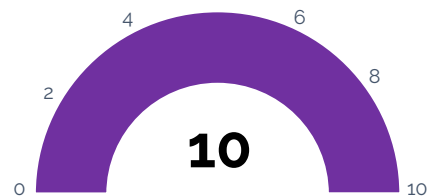
**128. I feel safe being vulnerable with my colleagues**

Not Answered

**129. I feel encouraged to be my whole self at work**



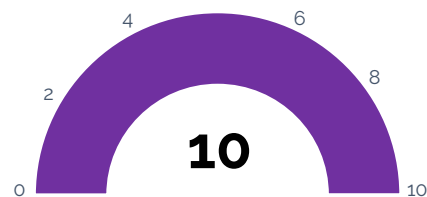
**130. I understand the different personalities in my team and what they each need**



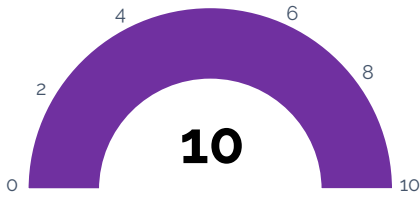
**131. I understand how stress impacts me and my behaviour**



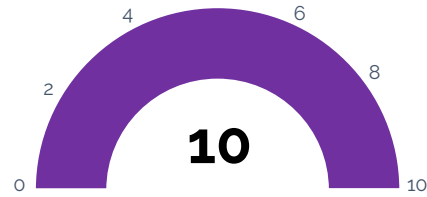
**132. I take full responsibility for my actions and the impact they may have on others**



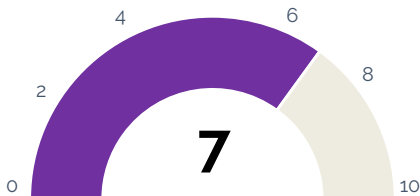
**133. I prioritise the well-being of my people above business objectives**



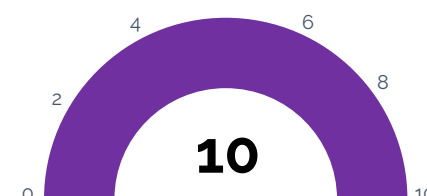
**139. I encourage my team to find time to be creative**



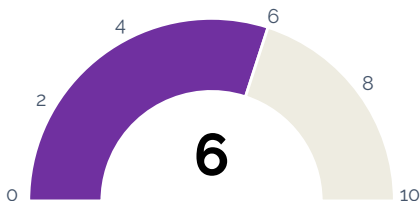
**134. My people understand how they operate under stress**



**140. I take regular breaks from calls and my desk during the day**



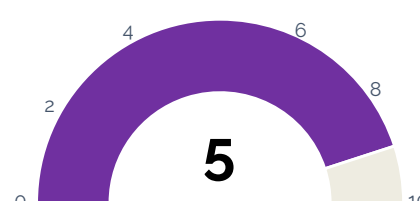
**135. My people understand how to support each other during stress and have a documented plan for this**



**141. I encourage and empower my people to say No to back-to-back calls**



**136. My team and I understand each other's strengths and how to best utilise them**



**142. I proactively and regularly monitor the hours worked by my team and I have a documented and agreed process for this with clear expectations**

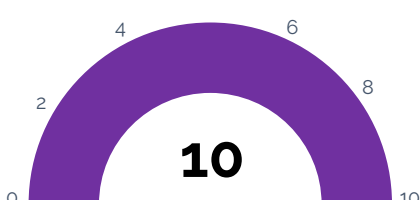
Not Answered

**137. I deliberately make time in my daily schedule to discuss non-work-related topics with my people**

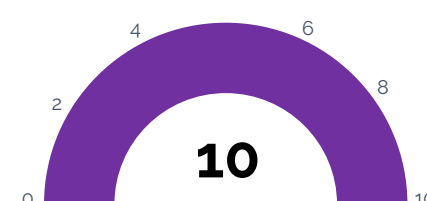
Not Answered

**143. I feel empowered to take time with my family, if needed, during the working day. For example, pick up children from school or attend a child's school play or a pet to the vets**

**138. I feel I have the time in my schedule to be creative**



**144. I encourage my team to prioritise their health, their family and loved ones over being present at their desk or online.**



**145. How often do you check in with your team, as a group, and as individuals?**

Not at all but if I am in higher position and have a team then will make sure to do it. But i also feel quite shy to ask about how someone is feeling.

**146. You have been reading about the importance of mental and physical health in the workplace. HR has asked what your plans are to improve the health of your team. Do you**

Accept that this is a critical issue, research as much as you can to understand the issue, look at best practice and then work with your team and the rest of the organisation to create a consistent and comprehensive plan to support everyone

YR

Accept that this is a critical issue, research as much as you can to understand the issue, look at best practice and then work with your team to find a solution that works for them

Bring in some consultants and hand them the problem

Believe people should just get on with the job

**147. When thinking about your own mental and physical health you**

Are very open with your colleagues about your personal issues and the methods you use to support your health. This helps others be open about their own problems

BR

Find it difficult to be open but are trying to push yourself

YR

Try not to talk about it

Don't think you have any problems

**148. When thinking about the welfare of others you**

Try to engage them in an open conversation to give them the opportunity to discuss their issues

BR

Consistently monitor the health of your team and install simple behaviours that will support them. (e.g. no lunching at desks, no staying late without good reason, walking after lunch)

YR

Struggle to understand what you can do

Think they are responsible for their own health

**149. Considering the example are you setting. You**

Take your own health seriously, and visibly work for a good work/home balance

YR

Try to set a good example but will often let meetings take priority over your own health

You expect everyone to work as hard as you do

It's nobody else's business what example you set

## Suggested Next Steps



**What are your key take-aways from this diagnostic?**

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**What are the two areas you will focus on in the next 3 months and why?**

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**What support do you need to allow you to be able to focus on developing these areas?**

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## My Development Plan

My 2 areas of Leadership Development Focus
<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>▪</li> </ul>

Top 3 to 5 Priorities Next 90 Days	Target areas this month
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>

How will you measure progress in the next 90 days?	What are the potential obstacles to me achieving my objectives and how will I address these?
<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>



# My Commitment to my development

I commit to my development as a Leader to further the future success of myself, my people and company. By making this commitment I know that I will increase my impact as a leader and continue to improve and deepen the relationship with my people and my customers to the benefit of myself.

I commit to:

- Implementing the actions that I have identified as focus areas to adapt my ways of working to improve my performance and productivity
- Request the support needed to meet my leadership development objectives
- Sharing what I have learnt with others so that I can develop those around me
- Becoming the leader I can and want to be

**I, \_\_\_\_\_, agree to working towards these actions and apply what I have learnt to drive my success.**

**Signature:**

**Date:**



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