

The Three Levels of Leadership

Self-Assessment Exercise: Public Leadership Behaviours

The purpose of this exercise is to help you see which of the 34 public leadership behaviours you need to work on. These are outlined in chapter 3 of *The Three Levels of Leadership: How to Develop Your Leadership Presence, Knowhow and Skill* by James Scouller. The idea behind it is that you will probably need to work on a leadership behaviour if one or more of the following conditions is true:

- (A) You rarely or never perform the behaviour because it makes you anxious or because you doubt your ability to do it well.
- (B) Not performing the behaviour is holding back your group's performance – and none of your colleagues are willing or able to contribute this behaviour to the group.
- (C) You perform the behaviour and believe you do it well, but your colleagues would disagree if you asked them.
- (D) You judge that although you perform the behaviour, you always or sometimes do it poorly.

Instructions: For each behaviour, tick one of the **Often/Rarely/Never** boxes and then one of the **Well/Poorly/Sometimes Poorly** boxes. Then consider the questions below each behaviour and note down your answers. Finally, based on your answers, decide whether that behaviour is a development priority for you. Then move on to the next behaviour.

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Setting the purpose, staying focused	I: Briefing – explaining goals or strategies passed down from higher up the organisation <i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?						
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Setting the purpose, staying focused continued...	2: Challenging – questioning the “more of the same” attitude, encouraging a shared desire for change						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	3: Navigating – setting or agreeing a clear, common, motivating purpose or vision with supporting goals						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Setting the purpose, staying focused continued...	4: Prioritising – focusing on priorities (not over-loading the agenda as this impedes the task and frustrates others)						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
Group Purpose & Task Organising, giving power to others	5: Assigning – giving tasks and power to group members						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Organising, giving power to others continued...	6: Organising – planning, finding and granting resources						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
Group Purpose & Task Ideation, problem solving, decision making	7: Co-ordinating – suggesting how to integrate ideas						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Ideation, problem solving, decision making continued...	8: Deciding – listening, agreeing, concluding <i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	9: Elaborating & clarifying – building on others’ ideas, analysing outcomes, removing or lessening confusion						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Ideation, problem solving, decision making continued...	I0: Evaluating – assessing ideas, choices and proposals						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	I1: Information giving – providing data, sharing experiences						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:						
Is this behaviour a priority to work on?	Yes / No (delete as applicable)						

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Ideation, problem solving, decision making continued...	I2: Information seeking – questioning accuracy of opinions, making the group aware of data needs, seeking facts						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	I3: Initiating – proposing a vision, ideas, goals and solutions						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers: Private					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers: Public					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Ideation, problem solving, decision making continued...	I4: Opinion giving – stating beliefs, views and feelings						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	I5: Opinion seeking – finding out others’ opinions or feelings						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Ideation, problem solving, decision making continued...	I6: Summarising – summing up issues and views <i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
Group Purpose & Task Executing	I7: Educating – building competencies across the board <i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Executing continued...	18: Energising – stimulating others to decisions and action						
	<i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	19: Doing – carrying out decisions or plans						
	<i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:						
Is this behaviour a priority to work on?	Yes / No (delete as applicable)						

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Executing continued...	20: Measuring – watching and assessing performance <i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	21: Following up – ensuring people have taken the actions <i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Purpose & Task Executing continued...	22: Tolerating – accepting occasional failures If you answered, “Rarely” or “Never”... – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	If you answered, “Well”... – How do you know? What is the evidence? What do your colleagues tell you? If you answered, “Poorly” or “Sometimes Poorly”... – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
Group Building & Maintenance Out in front	23: Gathering – bringing people together to discuss, decide and do creative work collectively If you answered, “Rarely” or “Never”... – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	If you answered, “Well”... – How do you know? What is the evidence? What do your colleagues tell you? If you answered, “Poorly” or “Sometimes Poorly”... – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance Out in front continued...	24: Honouring – celebrating the group’s progress and marking individuals’ accomplishments publicly						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	25: Representing – the group to the outside world (and, if needed, protecting individual members)						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:						
Is this behaviour a priority to work on?	Yes / No (delete as applicable)						

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance	26: Setting an example – creating a collaborative atmosphere and showing commitment to the group’s purpose and standards through your own enthusiasm and behaviour						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	27: Updating – explaining aims, plans, progress and issues to keep people informed, so they feel involved in something that is worthwhile, bigger than them, and is succeeding						
Out in front continued...	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	27: Updating – explaining aims, plans, progress and issues to keep people informed, so they feel involved in something that is worthwhile, bigger than them, and is succeeding						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:						
Is this behaviour a priority to work on?	Yes / No (delete as applicable)						

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance In among the group	28: Compromising – offering to change position if you were wrong, made a mistake, or there was something you overlooked or perhaps didn't know						
	<i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	29: Encouraging – praising, affirming and supporting the contributions of others (even-handedly – no favourites)						
	<i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
Is this behaviour a priority to work on?	Yes / No (delete as applicable)						

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance In among the group continued...	30: Following – supporting and accepting others' good ideas <i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	31: Gatekeeping – drawing out silent members, ensuring listening and balanced discussion, intervening with members who are trying to dominate						
	<i>If you answered, "Rarely" or "Never"...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group's performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, "Well"...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, "Poorly" or "Sometimes Poorly"...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn't that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance In among the group continued...	32: Harmonising – resolving differences and reducing tension through mediation or humour						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					
	33: Observing – listening, watching and commenting on group members’ (and own) feelings, behaviours and functioning						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

Public Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	Rarely	Never	Well	Poorly	Sometimes Poorly
Group Building & Maintenance In among the group continued...	34: Standard setting – making all aware of what is happening in the group, proposing behaviour standards, expressing concerns, pointing out the need for behaviour change						
	<i>If you answered, “Rarely” or “Never”...</i> – Why? Do you avoid it? Does it make you anxious? Do you doubt your ability to do it well? – Does not doing it affect your group’s performance? If so, positively or negatively? – Is this something you must improve on – or do you have colleagues who cover your weakness?	Answers:					
	<i>If you answered, “Well”...</i> – How do you know? What is the evidence? What do your colleagues tell you? <i>If you answered, “Poorly” or “Sometimes Poorly”...</i> – Do you want to improve on this behaviour? – What have you tried to improve your effectiveness on this behaviour? Why didn’t that work? What else could you try?	Answers:					
	Is this behaviour a priority to work on?	Yes / No (delete as applicable)					

... Now summarise your Yes/No answers in the table below to see the overall picture...

OVERALL SUMMARY				
Behaviour Numbers	Behaviour Type	Scores		Key Behaviour Numbers to Work On
		Yes	No	
1 – 22	Group Purpose & Task			
23 – 34	Group Building & Maintenance			
	Total			