The Three Levels of Leadership

Self-Assessment Exercise: Private Leadership Behaviours

The purpose of this exercise is to help you see which of the 14 private 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.
(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.

Private Leadership Behaviours		How Often Do You Perform It?			How Well Do You Perform it?		
		Often	***Rarely***	***Never***	***Well***	***Poorly***	***Sometimes Poorly***
Individual Purpose & Task	**1: Appraising – *giving and receiving honest, effective feedback about the need for behavioural change***						
	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?	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)					

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		Often	***Rarely***	***Never***	***Well***	***Poorly***	***Sometimes Poorly***
Individual Purpose & Task *continued…*	**2: Choosing – *selecting individuals, assigning new or alternative roles, promoting talented people***						
	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?	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)					
	3: Disciplining – *confronting, reprimanding or removing people who under-perform or under-collaborate*						
	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?	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)					

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Individual Purpose & Task *continued…*	**4: Goal-setting – *with the individual, for individual performance and career growth***						
	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?	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)					
	5: Reviewing – *receiving task progress updates, proposals, ideas or solutions and following up individually*						
	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?	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:					
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Individual Building & Maint-enance	**6: Assessing & matching – *gauging a person's competence and commitment to know how to flex your one-to-one behaviour and then choosing a suitable approach***						
	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?	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)					
	7: Attracting – *bringing new talented individuals into the group or wider organisation*						
	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?	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:					
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Individual Building & Maint-enance *continued…*	**8: Consulting – *conferring privately on sensitive issues that you cannot address in a public forum***						
	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?	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)					
	9: Developing – *agreeing personal growth priorities and actions; helping directly through coaching or mentoring*						
	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?	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:					
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Individual Building & Maint-enance *continued…*	**10: Discovering – *learning what motivates each individual, their inner challenges, unspoken thoughts and feelings***						
	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?	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)					
	11: Encouraging – *praising, affirming, building confidence and showing you have noticed individuals' contributions*						
	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?	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:					
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Individual Building & Maint-enance *continued…*	**12: Intervening – *noticing and interceding with those who find their role frustrating or are demotivating colleagues***						
	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?	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)					
	13: Recognising – *spotting rising talent*						
	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?	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:					
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Individual Building & Maint-enance *continued…*	**14: Understanding – *watching and learning your impact on individuals (how they perceive and respond to you)***						
	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?	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)					

… 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 – 5	***Individual Purpose & Task***			
6 – 14	***Individual Building & Maintenance***			
	Total			

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