

# How Does Your Organization's Leadership Measure Up?

Determine the effectiveness of your organization's leadership by completing Entelechy's *Leadership Effectiveness Assessment* below. Respond to each statement as objectively as you can. Then total your score and use the Interpretation Guide to determine your next steps.

Statement		Our Score				
		Strongly Disagree		Neutral		Strongly Agree
1.	Our employees are fully engaged and loyal to the organization.	1	2	3	4	5
2.	Our employees are contributing to their full potential.	1	2	3	4	5
3.	Our employees know what is expected of them.	1	2	3	4	5
4.	Our employees know how their contributions directly link to the achievement of our goals.	1	2	3	4	5
5.	Our employees are able to think for themselves and make decisions.	1	2	3	4	5
6.	We retain talented employees.	1	2	3	4	5
7.	We are seen as an employer of choice in the industry; given the option, prospective employees would choose to work here than with our competitors.	1	2	3	4	5
8.	Our employees would recommend this company to their friends as a great place to work.	1	2	3	4	5
9.	There are few abuses of our sick-time policy.	1	2	3	4	5
10.	Our leaders inspire employees to excel.	1	2	3	4	5
11.	Our leaders coach and develop the skills of our employees so they can contribute to their full potential.	1	2	3	4	5
12.	Our leaders quickly and effectively deal with performance issues to the benefit of both the employee and the team.	1	2	3	4	5
13.	Our executive leaders walk the walk and talk the talk – they role model the leadership behaviors expected at all levels of the organization.	1	2	3	4	5
<b>Column Totals</b>						
<b>Grand Total</b>		=				

# Interpretation Guide

If your score is:	You should:	For example:	You can expect...
Greater than 55	Apply for an award; your leadership and management capabilities are exemplary!	<ul style="list-style-type: none"> <li>• Training Top 125</li> <li>• Bersin’s Top 100 Organizations</li> <li>• Fortune’s Best 100 Companies to Work For</li> </ul>	...continued success! Keep the momentum by celebrating specific leadership successes and featuring exemplary leadership practices at all levels.
45 to 54	Consider making some small, focused adjustments to your leadership and management development programs. While there’s room for improvement, you’re doing reasonably well.	<ul style="list-style-type: none"> <li>• Help leaders focus on connecting with employees.</li> <li>• Continue to help leaders coach employees to develop needed talent AND to engage them.</li> </ul>	...movement from conscious competence to unconscious excellence. Exemplary leadership and management becomes the NORM within the organization; “it’s how we do things here!”
35 to 44	Consider overhauling your leadership and management development; you may have outgrown the current program (if one exists) or the program isn’t sticking.	<ul style="list-style-type: none"> <li>• Leaders need to link organization goals to employee contributions.</li> <li>• Leaders need to set clear expectations and effectively provide positive and constructive feedback.</li> </ul>	...quick changes. Your organization is poised; it just needs a way to get there! Your leadership and management development program should provide the guidance!
25 to 34	Start from scratch with a business-based needs assessment to determine why leadership is out of alignment with the needs of the organization. Don’t put the cart (leadership development) before the horse (needs assessment) or you’ll run the risk of a leadership or management development program that doesn’t align with the business needs.	<ul style="list-style-type: none"> <li>• Executive leadership needs to define organizational goals and mission.</li> <li>• Then determine what employees within each business unit need to do to contribute to the achievement of those goals.</li> <li>• Equip leaders at all levels with the performance management, coaching, communication, and other management and leadership skills they need to enable employees to effectively contribute.</li> </ul>	...discovering great things about your organization. Typically at this score, organizations know something is not working and want to “fix it” but don’t know how. Clarifying goals and linking expectations and employee contributions to those goals adds line-of-sight that employees need. Equipping leaders with the people management skills they need is the oil lubricating the rebuilt organizational engine!

If your score is:	You should:	For example:	You can expect...
20 to 24	Consider conducting a full-blown leadership needs assessment since things are seriously out of alignment. Start from the top to ensure alignment with organizational goals and values (and if they don't exist, consider creating them). Cascade your needs assessment using focus groups to gain insight and buy-in. Ensure the leadership and management development programs directly impact the identified needs. (And make sure the program has the flexibility to change with new goals.)	In addition to the above strategies, you will want to: <ul style="list-style-type: none"> <li>• Conduct focus groups to determine specifically how we need to align the business unit/function with the organization's goals and mission.</li> <li>• Build more support into your leadership/management development programs to ensure that the skills and techniques (and cultural norms) transfer to an admittedly unsupportive work environment. Regular conference calls and "pulse checks" are critical.</li> </ul>	...discovering great – and not so great – things about the organization. You'll likely discover that something's seriously broken and band-aids won't fix the problem. By taking your time to get alignment throughout the organization – starting with your executive leadership – the entire organization will be able to articulate "WHAT we do and HOW we do it." And by building in significant support and reinforcement, you'll see the initial slow progress give way to an increasingly energized, vibrant, and productive organization.
Below 20	Consider conducting a full-blown organizational needs assessment to identify system and process issues preventing the achievement of organization goals. Then proceed with a leadership needs assessment, and be prepared to have difficult conversations with leaders who don't support the vision.	In addition to the above strategies, you will want to: <ul style="list-style-type: none"> <li>• Be ruthless in determining the reason(s) the organization is in such a state. Unless the problems are identified and eliminated, the organization will likely not change.</li> <li>• Dig in. Be prepared for a long – and challenging – effort.</li> <li>• Start today. Don't "sleep on it" since you'll only ruin a good night's sleep.</li> </ul>	...perhaps one of the greatest challenges – and most rewarding ones – of your life. By aligning yourself with like-minded people, you can sustain yourselves in this initiative. A thriving, successful organization filled with skilled and confident leaders will be your legacy!

We invite you to share the assessment and the results with your team. The response to each statement, along with the final tally, can help everyone gain insight and perspective about your organization's current leadership effectiveness.

It's likely the results of this quiz will generate questions about how to proceed on a path to improvement. We welcome your questions and urge you to contact us by phone (+1 866.595.9377) or email ([info@unlockit.com](mailto:info@unlockit.com)). We'll have a conversation about your results, your specific concerns, and how Entelechy may be able to provide solutions.



## Our Next Steps

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**Contact Entelechy at +1.866.595.9377 or [info@unlockit.com](mailto:info@unlockit.com).**