



# Leadership Acumen

## Executive Leadership Practices Inventory

**Price: US \$15 each plus tax & shipping (12 for US \$155 )**

This is a Competency based Assessment tool that can be used for 360-degree assessment, or self-assessment. Built from over 10 years of ongoing competency research, with input from over 4,000 users in Canada, the US, and foreign organizations, it is specifically focused on those who are at the General Managers, Vice Presidents, Assistant Deputy Ministers, CEO's and other executive leadership levels.

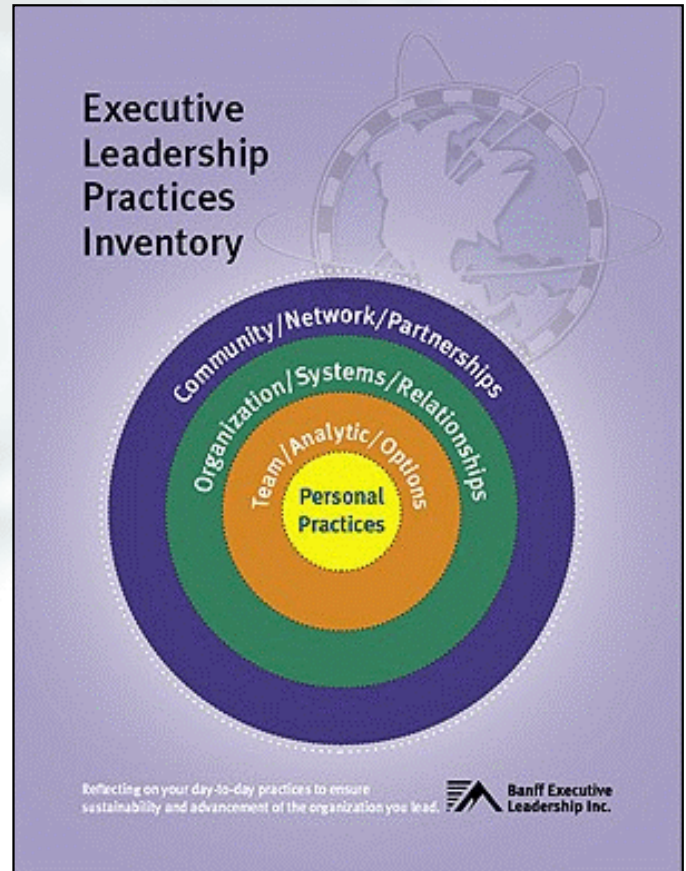
Unlike other Competency Assessments that list a competency and then provide a numeric scoring system based on frequency seen by and/or importance to the rater, this tool describes actual application practices of each competency based on 4 different Frames-of-Reference identified in our research: Personal Practices; Team./Analytic/Options; Organization/Systems/Relationships; and Community/Network/ Partnerships. Raters can then visualize instances of practice, and augment with comments.

Each Instrument contains the main instrument, plus a photocopy-able "master" for distribution to multiple raters such as supervisor, peers, and team members/subordinates.

Addresses such areas as: Self-Knowledge & Personal Integrity; Systems Thinking, Collaboration & Risk; Sustainable Strategy & Big Picture Processes; Direction Setting & Differentiation; Results Orientation & Impact; Facilitation of Change; People Development, Diversity & IC Leverage; Knowledge, Process and Innovation.

Based on scores from various perspectives, the Executive can then build a plan for how they might adapt/ improve various existing practices and processes. These can also be used as a preparatory element for a Program or Coaching initiative facilitated by Banff Executive Leadership.

Call 1-866-626-6002 or email: [info@banffexeclead.com](mailto:info@banffexeclead.com) to order or for more information.



	Core Competency	Frame A Practices	Frame B Practices	Frame C Practices	Frame D Practices	
	<b>Self Knowledge and Personal Integrity</b>					
<b>1</b>	<b>ADAPTABILITY</b> Adapts approach and style to different leadership demands, such as: downsizing, turnarounds, restructuring, and growth into new markets.	Can identify and apply the personal characteristics required to successfully lead various change challenges.	Organizes and leads management team and/or senior professionals to adopt new approaches and practices in leading others through changes.	Carefully analyzes organizational issues and processes to be addressed by the change. Mobilizes whole organization plus suppliers toward new systems and processes required to make the changes successful.	Adopts the appropriate leadership behaviours, processes, sensitivity/ ruggedness and decision-making forums required to engage the wider creative community in support of changes. Achieves desired future state in a timely, cost-effective manner.	Analysis II Points
		1	2	3	4	
<b>2</b>	<b>SELF-DIRECTION</b> Ability to provide self-direction and self-motivation	Balance between work, family and personal time a constant struggle. Relationships are challenged. Confidence based on feedback of peers/team. Actions and effort made in response to employer's expectations and rewards.	Personal experiences, successes and comfort with intuition has built a confidence in own abilities and judgment. Seeks input from team members and engages respectful dialogue to advance team together.	Values and priorities in life are clear and assist in achieving balance. As well as confidence in self, ego is more or less controlled. Sees role and career path within larger context of organization and has aligned personal/organizational goals.	Inner convictions, confidence and control of ego are displayed as someone who is "in their element"•Eand in harmony. Gives team members due regard & personal "space" to succeed. Has identified personal value system, life priorities, and convictions of the heart; and aligns career, work with them. Each responsibility is seen as a learning experience toward ultimate goals.	
		1	2	3	4	
<b>3</b>	<b>ENERGY</b> Ability to maintain personal energy and dynamism.	Personal time management ensures expectations are met comfortably on time.	Nutrition, exercise, vacation, contributes to overall vitality, enthusiasm with team members, and absence of illness. Works with team members to coach their energy.	Able to focus and expend considerable concentration over protracted periods of time as required. Can meet the challenge'. Mobilizes organizational policies and practices to support a healthy work environment	Uses natural energy cycles to advantage in creativity, concentration, problem solving, etc. Can turn on/turn off•Eeasily. Calm disposition with drive and enthusiasm on demand. Is recognized outside the organization for vitality and dynamism.	
		1	2	3	4	
<b>4</b>	<b>PERSONAL DEVELOPMENT</b> Ability to improve self and engage in ongoing personal development.	Participates in programs usually suggested by supervisor or H. R. May attend conferences or seminars in an ad hoc fashion.	Establishes yearly goals with supervisor to improve personal skills/knowledge. Seeks out new experiences and opportunities.	Reads widely, active in extracurricular activities which promote learning and growth. Member in professional associations. Charts own path for development.	Seeks to learn from every experience and individual. Encourages feedback. Has personal plans and development strategies to move forward/maintain value to marketplace/ employer. Gives back to others through associations or community service.	
		1	2	3	4	

**Analysis I**

**Competency Frame-of-reference For Executive Leadership Practices**

1. Add up the number of ✓ marks from each column in the preceding pages.

Total number of ✓'s from each column:

Yellow	Orange	Green	Blue

Total should equal 37

2. Create bar graphs of your scores for each colour below (you may want to add bar graphs of the average score of feedback from others participating in a multi-rater feedback approach).

	Self Assess	Team	Peers	Supervisor	Self Assess	Team	Peers	Supervisor	Self Assess	Team	Peers	Supervisor	Self Assess	Team	Peers	Supervisor
25																
20																
15																
10																
5																
0																
	<b>Personal</b>				<b>Team-Analytic</b>				<b>Organizational-Systems</b>				<b>Community-Network</b>			
	Individuals scoring highly in the yellow zone bring to their organizational role a focus on their own personal contributions to leadership. They tap into personal networks, their own experience and skill sets, their personal values, and their own interpretation of support materials, readings, conversations. This expertise and reference approach can provide strong personal contributions to the organization including special expertise, knowledge, and project work.				A high orange zone score highlights a leadership approach that facilitates contributions and insights from fellow team members, CEO and senior management. This style attempts to lever all the strengths of the group members to achieve insight and decision-making greater than the sum of the parts. Individuals with an orange style will often seek to ensure group process is functional and the relationship/communications between themselves and CEO are maximized.				Leadership practices in the green zone shows that the executive is actioning a systems-thinking approach and seeking information and insight both from inside the management team and from broader organizational stakeholder inputs. This leadership style often seeks to institute organization-wide processes that bring forward key information from all parts of the organization to the senior management and ensure that policies/decisions flow out successfully throughout the organization to front-line staff and to suppliers/contractors.				If your top score is in the blue zone you and your executive team make decisions and take actions which ensures the organization acts responsibly within community and industry sector at large. Your leadership practices seek regular engagement of the wider community of clients, government and the public to ensure you remain relevant to their needs. You also use their input for continued innovation and strategic adjustment. This style is transparent and accountable to the larger community and also holds the executive team, CEO, management and employees to these transparency/accountability expectations.			

3. Add up the number of ✓'s in each column in the preceding pages. Circle the highest number.

Total number of ✓'s:

Yellow	Orange	Green	Blue

The highest score represents the type of leadership style you would like to be practicing in the future.

4. Now, engage your team in a discussion as to how you will close the "gap" or sustain current practices if there is no gap.

	Core Competency	Frame A Practices	Frame B Practices	Frame C Practices	Frame D Practices	
<b>11</b>	<b>SUSTAINABLE PRACTICES</b>  Engages sustainable practices and efforts which contribute to the protection and regeneration of the natural environment.	Conscientious in promoting and utilizing recycling and energy reduction practices on a personal level. Periodically looks for new ideas and ways of doing his/her own job better.	Challenges senior team to make a difference' through continuous improvement of office, production, service, delivery and other processes with respect to energy utilization and environmental impact. Liabilities of senior team and Board members are clear.	All business processes and strategic planning incorporates sustainable practices' as a cornerstone in their design, decision-making, and implementation. Experts are used to asses existing/suggest new processes to reduce impact on the natural environment.	Partners with customers, suppliers, environmental experts to create new product/process expectations and actions. Environmentally responsible behaviour is Everyone's business' with reward mechanisms to support new ideas and initiatives. Builds these perspectives into organization plans, ensuring the community recognizes leadership in this area.	Analysis II Points
		1	2	3	4	
<b>12</b>	<b>COMMUNITY RELATIONS</b>  Makes connection to the community through volunteer service and/or financial contributions, and/or developmental initiatives.	Makes a personal contribution toward community initiatives, professional associations, charities, etc.	Encourages and supports team members in making contributions to community, associations, charities.	Establishes systems and roles within the organization to generate community support and programs. Provides time and resources for representatives of the organization to contribute to the community on company time.'	Models leadership behaviours and serves as an organizational ambassador in the community. Creates strategic alliances with others in the community. Finds way to enhance the success of the community at the same time as success of their organization.	
		1	2	3	4	
<b>13</b>	<b>COMMUNITY ENGAGEMENT</b>  Engages with community to discuss stewardship of organization their needs/perception of organization and identify whether the organization is still relevant and valuable.	Uses friends and business /social circles to invite comments and feedback about the organization's reputation and contribution to community.	Works with the Board & Executives to ensure all members are active in solicitation of feedback from community and asking about future needs/expectations.	Helps develop a consistent set of questions/strategies for all to use in meeting with community members to elicit their input to the organization's future offerings.	Participates in a comprehensive system to target broad community with stakeholder outreach and engagement, regular review of findings, and integration into annual planning processes of the organization.	
		1	2	3	4	