



Full-Spectrum Leadership Survey

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
LEVEL 7						
Promotes ethical standards throughout the organisation.						
Actively promotes social responsibility throughout the organisation.						
Concerned about global issues and future generations.						
At ease with uncertainty.						
Compassionate, forgiving, displays humility.						
Total Level 7						
LEVEL 6						
Builds mutually beneficial partnerships and strategic alliances across boundaries.						
Actively mentors and coaches subordinates.						
Active in the local community creating relationships that promote goodwill.						
Promotes environmental awareness and stewardship.						
Empathetic, intuitive and inclusive.						
Total Level 6						

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	

LEVEL 5

Develops and consistently communicates company's vision and mission.						
Develops and consistently communicates company's espoused values.						
A living example of values-based leadership. Walks the talk.						
Builds an environment of trust among direct reports that brings out the best in people.						
Creative, passionate, committed and generous.						
Total Level 5						

LEVEL 4

Seeks advice. Builds consensus. Creates positive spirit.						
Strong focus on continuous learning, continuous renewal and innovation.						
Actively engaged in own personal development, and supports personal development of direct reports.						
Empowers staff to make decisions. Resists the temptation to micro manage the work of others.						
Adaptable, courageous and enjoys challenges.						
Total Level 4						

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	

LEVEL 3

Uses metrics in some form of balanced scorecard to measure and manage performance.						
Displays strong analytical skills in evaluating systems and processes.						
Consistently evaluates risks before embarking on new ventures.						
Thinks strategically and moves quickly to capitalize on opportunities.						
Promotes order, efficiency, productivity, quality and excellence.						
Total Level 3						

LEVEL 2

Regularly communicates both good news and bad news with all staff.						
Resolves conflicts with others and among direct reports quickly before relationships sour.						
Actively involved with customers, and gives priority to customer satisfaction.						
Regularly acknowledges and praises direct reports and staff for a job well done.						
Easily accessible to direct reports and all key staff.						
Total Level 2						

COMPETENCY	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Score
	0	1	2	3	4	
LEVEL 1						
Calm in the midst of chaos. Decisive in the midst of danger.						
Maintains long-term perspective while dealing with short-term issues and goals.						
Creates, manages and controls budgets effectively.						
Appropriately cautious in complex situations.						
Constantly seeks to improve the health and safety of staff.						
Total Level 1						

Scoring

Take the scores from each of the 7 sections and plot them on the histogram area between 0 and 20. Join the dots to see the profile.

Leadership Style		0-5	6-10	11-15	16-20
7 Wisdom/Visionary					
6 Mentor/Partner					
5 Motivator/Inspirer					
4 Facilitator/Influencer					
3 Manager/Organiser					
2 Relationship Manager					
1 Financial Manager					