

Leading the Way Index

Before you start scoring the statements, please **bring-to-mind the organisation** you would like to explore.
Hold this organisation in mind while scoring the statements.

The Leadership Dynamic: *Recognising the crucial attributes.*

	Score the following statements in terms of your view of The Organisation's or Senior Team's Thinking <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
1	We recognise that personal growth and development does not stop, it continues throughout the whole of our lives	
2	We honour the distinction between technical and developmental (adaptive) learning agendas	
3	We recognise and cultivate the individual's intrinsic motivation to grow	
4	We recognise we are the custodians of the working environment	
5	We assume that a change in mindset takes time and is not evenly paced	
6	We recognise that mindsets shape thinking and feeling, so changing mindsets needs to involve the head and the heart	
7	We recognise the working environment influences the behaviours we observe across the organisation	
8	We recognize that neither change in mindset nor change in behaviour alone leads to transformation, but that each must be active to bring about the other	
9	We provide Psychological Safety, so people can take the kinds of risks inherent in changing their minds	
10	We ensure the organisation's Governance framework is explicitly aware of the developmental stance of the senior team and those it seeks counsel	
	Add all scores to calculate the SUM	
	Leadership Dynamic Score	

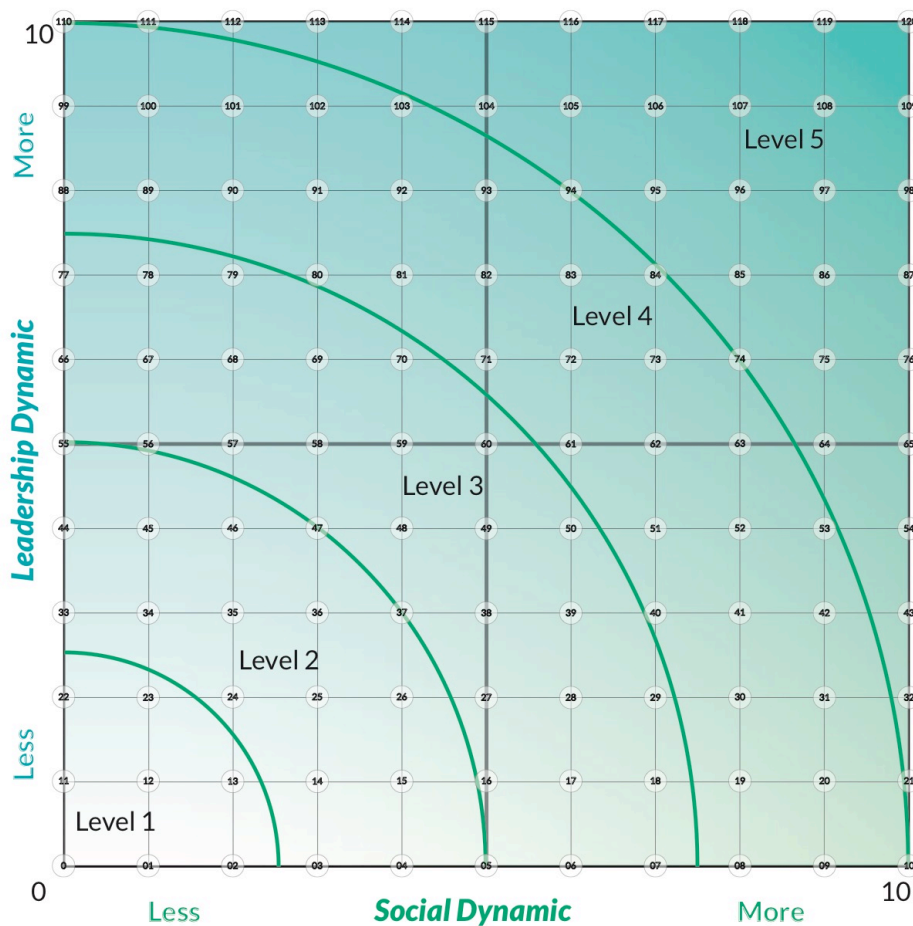
The Social Dynamic: *Creating the optimum conditions to enable change.*

	Score the following statements in terms of your experience of this organisation. <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
1	People openly ask questions and are invited to participate in problem-solving	
2	People actively listen and acknowledge perceptions of others	
3	Choices are offered including clarification of responsibilities	
4	Coercive controls, such as rewards and comparisons with others, are minimised	
5	Sincere, positive feedback is provided that is intuitive, factual and non-judgemental	
6	Talent is developed, and knowledge shared to enhance competency and autonomy	
7	Monitoring and support is integrated at all times	
8	There is awareness and control of the amount of learning and action required (assimilation demand), holding back where necessary	
9	People actively look for conflict of interests without judgements or blame and negotiate any changes	
10	When people encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of social intelligence. They don't assume everyone is always resistant to change	
	Add all scores to calculate the SUM	
	Social Dynamic Score	

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Calculate the average scores by dividing the **Leadership Dynamic** score and **Social Dynamic** score by 10 and round up.

Next, find the intersection of the average score for **The Leadership Dynamic** (on the vertical axis) and **Social Dynamic** (on the horizontal axis) and mark this on the plot.



The Challenge: Overcoming Deep-Rooted Practices

*'Increasing leadership agility... Managers who recognize the need for organizational change usually fail to see **themselves** as one of the things that needs changing. They may set the goal ... but then neglect to establish a feedback loop for insight into how their own leadership behaviors may be **interfering with achieving that goal.**'*

Source: MITSloan Management Review: <https://goo.gl/3ybJDx>