

How do you rate as a leader?

Are your leadership behaviours perceived as positive or negative? Rate yourself on the following behaviours:

	Always	Almost Always	Sometimes	Almost Never	Never
I give honest and objective feedback at the appropriate time					
I respond to problems with understanding and help					
I show support for employee's actions and decisions					
I help alleviate stressful situations for employees					
I socialise with employees where appropriate					
I keep employees informed about stressful or challenging situations					
I address employees' negative feelings					
I disclose personal information to employees if appropriate					
I recognise good work privately					
I recognise good work publicly					
I ask employees for their ideas and opinions					
I act on employees' ideas or suggestions					
I monitor the progress of a project, rather than making individuals feel personally monitored					
I frequently report my own progress to my team					
I actively sell a project to other parts of the organisation					
I gather external information to help the team generate new ideas					
I outline project objectives clearly					
I ask employees how they are feeling about their work					
I actively listen to employees					
It is easy for employees to approach me					
I provide employees with clear information about their roles and responsibilities					
I hold regular meetings to gain feedback from the team about their problems and ideas					

Your rating: Your strengths are those items you answered 'Always' or 'Almost Always'. If you answered 'Never' or 'Almost Never' to any of the items, we would suggest you test how important these are with your team. If your team thinks they are important, focus on developing these behaviours, as these may be hindering your ability to lead your team.

If you scored poorly, don't be too distraught – self-awareness is the first step to changing your behaviour. Check out our SMART model for more information about changing negative behaviours.

Now consider how your team would rate you, or better still - ask your team to rate you on the above dimensions. Would your team's rating be consistent with your own rating? If not, why not? Where are the gaps?

Exercise: Using your evaluation of yourself and the discrepancies between how you rate yourself and how your team rates you, identify one aspect at a time that you could work on. With this one aspect, identify:

- What's stopping you from doing it now?
- Why has this stopped you?
- What might happen if you start to improve this?
- How might that benefit the team and yourself?
- What specific steps could you put in place to start changing this?
- When will you start doing this?
- How will you measure your progress?
- What might get in the way to hinder you from making this change?
- Who could give you some feedback on your progress?

Over the next week, make a concerted effort to build on developing and exhibiting positive behaviours that may not be a normal part of your leadership style.

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