



CRITICAL ALIGNMENT ASSESSMENT

✦ *leadership round table*

LEADERS
SEE THE
OPPORTUNITIES
BEYOND WHAT'S
DONE TO WHAT'S
POSSIBLE.

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CRITICAL ALIGNMENT ASSESSMENT

ENVIRONMENT, STRUCTURE, IMPLEMENTATION, PEOPLE

ENVIRONMENT

#1 VISION AND MISSION

You are consistent with focus on the vision and mission – a great example of leading in this area

NEVER	SOME OF THE TIME	OFTEN BUT INCONSISTENT	CONSISTENT NEARLY ALWAYS	ALWAYS CONSISTENT, NO MATTER WHAT

#2 COMPANY VALUES

You consistently live the company values in all you say and do, regardless of circumstance, pressure, good results, and poor results – a great example of leading in this area

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#3 STANDARDS AND EXPECTATIONS

You: consistently maintains high standards for yourself and for others; have high expectations of what we should expect of ourselves; are; say what needs to be said when it comes to standards and expectations; a completely understand that standards are non-negotiable; set the standards with deadlines and accountabilities and maintains of processes through the examples you set; are the first to give feedback in terms of values and the first to ask if there is a system that should be used – a great example of leading in this area

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#4 APPROACH TO CHALLENGES

You're fast to adapt to a challenge with a positive 'can do' mindset based on the facts and the desired outcome; you focus on a sustained solution, not a bandaid; you are fast to call it and change it rather than waiting for it to 'right itself'; you accept rapidly and without prompting that a problem in one area may be indicative of more problems and seeks out the answers head on – a great example of leading in this area

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#5 RESPONSIBILITY

You own 100% responsibility for results and non-results with no quibble or buck passing; you are quick to seek solutions if it's not working and adapt to achieve results; you spend with what's wrong, who or what is to blame or what 'should' have happened; you spend most time on seeking, learning and applying factual, sustained solutions for the achievement of outstanding outcomes and results – a great example of leading in this area

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#6 COMMUNICATION

You clearly communicate what's happening to whom it affects without prompting; you get out of chair and talk to the people concerned for answers; communicate through all mediums, Facebook, emails, person to person, groups, phone; are inclusive and ensure that interstate and overseas team members are included, validated and informed – a great example of leading in this area

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#7 TRUST

Your consistent attitude, responses and approach is reliable and engenders trust from others; there is a reliability of response in you which people rely on and find trustworthy; you persevere so can be trusted; you are seen to walk your talk – a great example of leading in this area

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#8 DRIVES RESULTS

You don't settle for what is but ask 'how can we improve this?'; you seek to improve, grow and drive better results all the time; 'pretty good' is not good enough; you go all out to get the result and are completely driven to achieve it; always consider the next level because you understand that otherwise we go backwards; you compromise and complacency are unacceptable – a great example of leading in this area

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#9 SELF AWARENESS

You are aware of strengths, areas to improve and how they are perceived; you do not need the authority of the title to get something moving because you understand how to bring out the best in people in alignment with our vision and goals; you seek feedback and act on it; you keep emotions out of the picture so the team member doesn't have to worry about you – a great example of leading in this area

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#10 TONE

You set the tone of the business through your engagement, participation and passion for what’s going on; you are seen and perceived to be out at the front, joining in, having a go, sharing insights and generally being the face of all that is great about us; you are a first follower often and fast without prompting; you set the tone of momentum, results and culture – a great example of leading in this area

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#11 VALUES PENDULUM

You understand what level you’re at and how that impacts your decisions and focus; you adapt and work around blind spots in your level of thinking; you respect the values pendulum levels others have and work with it and stretch them to develop the next level of thinking; you create an environment where level 3 – (personal power and responsibility), level 4 – (structures and systems developed and used), level 5 – (results and outcomes), and level 6 – (community and collaboration) – is encouraged – a great example of leading in this area

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#12 NO HIERARCHY FOR FEEDBACK OR IDEAS

Around you people are encouraged to voice their opinions, and are heard; you accept feedback from whomever it comes with respect; great ideas can come from anywhere and you encourage everyone to contribute to possibilities; if someone brings an idea they don’t need their ‘title’ to carry it forward, it’s enough that it’s a great idea – a great example of leading in this area

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STRUCTURE

#1 SUSTAINABLE SOLUTIONS

To you, a problem is an opportunity to improve the system, invent the system, adapt the system, not to 'fix it and hope it never happens again'; each challenge is approached from the perspective of 'what can we put in place to create a sustained solution' – a great example of leading in this area

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#2 STRUCTURE TO LAST

You see structure as vital to long term success so each project and task that has to be repeated has a sustainable structure in place; (for example, a checklist, a summary document, a project plan, an operations manual, a description or photo) – a great example of leading in this area

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#3 QUESTIONS ABOUT STRUCTURE

When you solve problem, you ask questions about what is in place to solve this, or what is needed to be put in place to solve this, rather than 'let's fix it'; there is a long term perspective taken towards what gets done, including ensuring people have a structure, so that no one has to re-invent the wheel – a great example of leading in this area

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#4 DESIGN AND IMPLEMENTATION OF KPI'S FOR SUSTAINED SUCCESS

You believe anything that is worth having must be measured so there is clear evidence for how something is being done and how successfully it is being done; every major lever of the business has a set of KPI's, regular reporting, and lots of questioning; you don't assume that people are doing it unless it is reported accurately and on time; there are clear benchmarks for people to know how they are tracking and what's important – a great example of leading in this area

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IMPLEMENTATION

#1 ABILITY TO PRIORITISE

You understand that there is a systematic approach to solving problems and doing what needs to be done, including dairy management, blocking time and planning ahead – a great example of leading in this area

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#2 ABILITY TO START

You get things going fast and with certainty once the direction is set; you are a fast innovator of great solutions, not holding back to see ‘which way the wind blows’ but into it and onto it – a great example of leading in this area

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#3 ABILITY TO MAINTAIN

You have a system in place to maintain what needs to keep happening, including the use of KPI’s, reporting structures, feedback loops; questions and conversations; you follow through on what you say you will do always – a great example of leading in this area

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#4 ABILITY TO COMPLETE

You understand that early completion, fast turnaround and a clear pathway to complete is in place and stuck to regardless of distractions – a great example of leading in this area

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#5 ABILITY TO MANAGE MULTIPLE TASKS

This combines Structure and Implementation; the structural foundations are so strong that adding another task is easily managed and slotted into its appropriate category and dealt with through Doing it, Delegating it, or Designing the system for it; it is never ignored and it does not cause stress – a great example of leading in this area

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#6 TASKS ARE ELEVATED TO MISSION

You treat what has to be done, day in day out, with respect and give it your all, as if each time you did it was all that mattered, for example; you know it's up to you to set the standards when it comes to the 'every day' tasks – a great example of leading in this area

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PEOPLE

#1 ABILITY TO IDENTIFY AREAS OF STRENGTH

You identify, acknowledge and champion areas of strength in terms of ESIP in each individual team members – a great example of leading in this area

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#2 ABILITY TO IDENTIFY AREAS OF GROWTH

Your understand that areas of growth are identified in terms of ESIP so that the leader knows where for each individual member need to grow and develop – a great example of leading in this area

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#3 ABILITY TO ASSIST WITH THE AREAS OF GROWTH

You agree that the leader has a clear professional development path mapped for the individual team members in terms of what they need to develop and where they need to become strong; conversations are focused on these specific areas – a great example of leading in this area

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#4 ABILITY TO IDENTIFY STRESSORS

The leader can easily identify a ‘stressor’ in the individual; if an individual team member is stressed the leader can identify which area of ESIP is the cause of the stress – too much ‘doing’ and not enough ‘planning’, too much below the line thinking, unfamiliar tasks which are uncomfortable to the team member (people); not enough familiarity with Environment so standards slip and people do overwhelm – a great example of leading in this area

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#5 ABILITY TO ASSIST WITH STRESSORS

The leader doesn’t remove the cause instead the leader can talk through the real cause of stress in terms of ESIP rather than thinking it’s overwhelm generally so the individual can have more self awareness around their growth path; the leader can assist with self awareness for the individual which is the first step towards moving from Level 1 Leadership (Authority) to Level 2 Leadership (People) – a great example of leading in this area

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#6 EFFECT ON YOUR TEAM

You cause the individual members of your team to feel inspired, focused and clear on what matters, why it matters and how what they do contributes to this; individual members of your team have clear benchmarks, KPI's and measures for success and are acknowledged for these when achieved and redirected when they are not; the team members know you care about them as a person and you build the relationship independent of results; you face conflict and challenging conversations willingly knowing that avoiding them undermines trust – a great example of leading in this area

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#7 SITUATIONAL LEADERSHIP

You see each individual team member on a spectrum of 'High Direction' through to 'Full Empowerment' and lead accordingly; you don't assume one solution fits all or that people respond the same way to the same stimuli; you notice and respond appropriately to how they need to be led; you know when to ask questions, seek answers or to direct traffic with firm instructions; you also adjust this as the team member grows and improves; you test constantly with questions to see if they're ready yet to move to questions or are still stuck in receiving directions; you accept that if the instructions have to be repeated over and over with no shift in behaviour the person has reached their capacity in terms of competence and confidence – a great example of leading in this area

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#8 TEAM BUILDING

You have the ability to bring people with you and together for the achievement of organisational, team and individual goals; the team is not 'committee' but 'results' driven and leaves ego out of it so there is space for success, critical conversations and for what needs to be said; the feedback, discussions and willingness to face what needs to be done is apparent when they meet, with you or without you – a great example of leading in this area

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