

**Leadership Traits Assessment Report  
(Self Assessment)  
of  
Brian Westlake**

**12 TRAITS OF  
EXTRAORDINARY  
LEADERS**

**12**

**CHANGE :: STRATEGY**  
changeandstrategy.com

**The success of every organisation depends upon the quality of its leaders.  
Leadership is a skill which every single one of us can hone.**

We have identified 12 leadership traits that make extraordinary leaders extraordinary. They consist of four traits focused on 'Delivery of Results', four 'Personal Qualities' and four 'Special Skills'.

Developing each one of these traits is the most important thing any of us can do to enhance our impact as a leader - and to turbo-charge our careers.

Leadership is a skill that every single one of us can develop. Each one of us has the potential to be extraordinary.

### The 12 Traits of Extraordinary Leaders

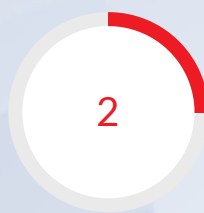
- Delivery of Results -	- Personal Qualities -	- Special Skills -
1. Delivery & Accountability	5. Integrity	9. Change leadership
2. Clarity	6. Humility with Confidence	10. Empower people
3. Consequences	7. Care	11. Stewardship
4. Genuine engagement	8. Customer-centric	12. Build extraordinary leadership teams

### How you scored yourself

Overall, you gave yourself an average score across the 12 traits of 5.17 out of 10.



Overall



Delivery of Results



Personal Qualities



Special Skills

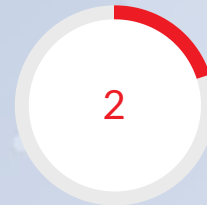
## Your Detailed Assessment

### Part 1: Delivery of Results

#### #1: Delivery

The fundamental purpose of leadership is to deliver extraordinary and sustainable results - through people.

The first step to achieving this is accepting accountability for delivery. Owning it.



Delivery

#### Why you gave yourself this score:

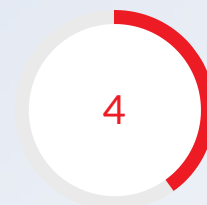
I do take accountability for delivery but we haven't managed to deliver anywhere near as much as I had hoped recently. Perhaps I could be better at delegation as I tend to jump in and just do something too often.

#### Top Tips on 'Delivery':

Owning your accountability for delivery is the first critical step. Enhancing your delivery capability also means enhancing your ability to prioritise: focusing on those things that will have the most impact and being determined to see them through to completion.

#### #2: Clarity

Clarity of what we are seeking to achieve and why is essential if people have any chance of delivering the results that we need; the results that the organisation needs.



Clarity

#### Why you gave yourself this score:

I understand the importance of clarity and know that numbers are not enough. An example: this year's budget spreadsheet. I was very clear about the outcome that needed to be achieved, how and why.

#### Top Tips on 'Clarity':

Ask yourself, genuinely, whether you are crystal clear about your vision or mission, about the numbers you are seeking to achieve, about the type of organisation you wish to become - and why. Then ask yourself the critical question: is it all clear to everyone else? Better still - ask them.

## Your Detailed Assessment

### #3: Consequences

Extraordinary leaders acknowledge that they are subject to both the law of consequences and the law of unintended consequences. Every decision comes with its own set of implications and consequences.



Consequences

#### Why you gave yourself this score:

I do think about implications but not in depth and I should get the team together enough to uncover them more. I am a little thrown by unintended consequences, so development in this area could be helpful.

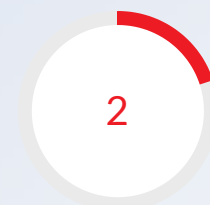
#### Top Tips on 'Consequences':

Every decision comes with its own set of consequences, not all of them intended.

Engage your people to identify as many of these as possible up front. This process may also alter the strategy for the better. But always be prepared for the inevitable unintended consequences. Embrace them with confidence: without blame, shame or fear.

### #4: Engagement

Leadership is the art of delivering results through people. None of the three traits above is possible without engaging people as early, as often and as genuinely as possible.



Engagement

#### Why you gave yourself this score:

Until this reflection, I thought I was pretty good at this but maybe not. Room for improvement. I tend to compile the strategy and then sell it rather than engage with people in its design.

#### Top Tips on 'Engagement':

Practice active listening (listen to understand, not to reply). Engage people to ensure the strategy is clear and fully understood. Work with your people to identify consequences and implications, and to hone and deliver the strategy you desire. How good are you at engagement? Ask your people.

## Part 2: Personal Qualities

### #5: Integrity

Integrity is the personal quality of being honest, authentic and guided by principles. It should be an integral trait of every leader in every organisation at every level. Surely.



Delivery

#### Why you gave yourself this score:

I am authentic and genuine, guided by principles. Perhaps I need to spell these out clearly.

#### Top Tips on 'Integrity':

'Integrity' is the bedrock quality of every extraordinary leader.

Authenticity, honesty, morality, principled. Integrity also lies in the eye of the beholder. Are you a leader with integrity? Ask your people and implore them to answer the question honestly - without fear or favour.

### #6: Humility with Confidence

There is strength in humility. Extraordinary leaders know they do not possess all the answers or all the skills required to succeed.



Humility

#### Why you gave yourself this score:

Perhaps I am too good at this at times. Too humble, perhaps. I am determined never to be arrogant. Occasionally my confidence is misplaced but I would like to think I am Ok with being wrong - and learning from it - and changing tack as a result.

#### Top Tips on 'Humility with Confidence':

Extraordinary leaders are both confident and humble. The challenge for all good leaders is to ensure that confidence doesn't tip over into arrogance. To make sure this doesn't happen to you - assume you don't have all the answers, acknowledge your areas of ignorance, question whether you have all the facts, contemplate the real possibility that you may be wrong. And embrace it, for being wrong moves you and your team closer to being right.

## #7: Care

Extraordinary leaders care about the outcomes that need to be delivered. They care about the organisation and they care about their people. Genuinely.



Care

### Why you gave yourself this score:

I rate myself very highly on this. I am sometimes too passionate about getting the best outcomes and the future of the company - sometimes more than others and I think it can get annoying for some. I am also passionate about the welfare and development of the people who work for me. Sometimes more than they seem to be!

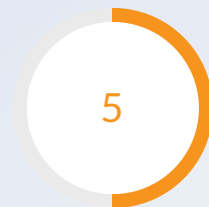
### Top Tips on 'Caring':

You can't fake caring. If you don't care enough about the outcomes, the organisation or your people - you are in the wrong job.

Do you understand why the desired outcomes are proving difficult to achieve? Do you fully understand the purpose of the organisation and your team's critical role? Do you understand why your people behave the way they do, why they come to work and what motivates them? Do you understand what development they need?

## #8: Customer-centricity

The customer is the reason why the organisation exists. Extraordinary leaders genuinely and fully understand the needs, wants and aspirations of their customers.



Customer

### Why you gave yourself this score:

I do understand what our customers need from us, but reading the question, I am not sure how many times I stop to overtly think about them when making decisions.

### Top Tips on 'Customer Centricity':

Do you fully understand the needs, wants and aspirations of your key customers? Do you fully appreciate how these will change over time? Do you genuinely know what they think of your business and the customer experience you provide? Do you stop and ask yourself during every major decision: how will this affect our customers?

## Part 3: Special Skills

### #9: Leading change

Leadership is about leading change. If you are not leading change, you are not leading anything. You are merely managing the status quo - as it unravels.



Change

#### Why you gave yourself this score:

This is a forte of mine. I love change and I understand that it is difficult for so many. The recent office move is a case in point. Knowing how disruptive this can be, we spent a great deal of time with small groups listening and engaging people to uncover their concerns - and hammering home why we are doing it.

#### Top Tips on 'Leading Change':

Lead by example - embrace change without fear when it arises and actively look for continuous improvement and step change innovations. Then enable others to do the same. Understand that when it comes to change, emotion trumps logic every time. Set your people up to succeed and overcome their change barriers. Help them to want to change.

### #10: Empowerment

The ability to empower people takes leadership to another level. They empower their people with the skills, the support and the autonomy they need to shine.



Empower

#### Why you gave this score:

I am not sure that I thoroughly empower my team. I may be delegating more than empowering. I will be interested to hear what they say.

#### Top Tips on 'Empowerment':

Extraordinary leaders empower their people to use their initiative and deliver exceptional results. This starts with being crystal clear about what needs to be achieved and why. Give your people the skills, the resources, the autonomy and the political 'air cover' they need - and trust them to deliver. Create more leaders not more followers.

## #11: Stewardship

Stewardship is the act of leaving your organisation in a better state than when you found it.

Leaders who are able to do this well will be utilising all of the previous ten traits.

It is the foundation of extraordinary leadership.



Stewardship

### Why you gave yourself this score:

I think I do most of the things that would leave our part of the business in a better state but until now I have not regarded it as an over-arching principle. I like it. Do I do enough to hire successors? Do I continually drive the team to improve? I would say a 6 out of ten.

### Top Tips on 'Stewardship':

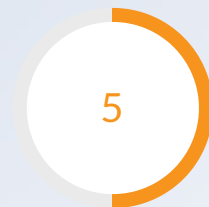
What are you doing to leave your people and your organisation in a better state than when you found it?

Extraordinary stewards develop their people to excel in their current job - and the next. They identify top talent and stretch them. They hire great people - even better than they are. They build a culture of honesty, collaboration and delivery. They leave their part of the world in a better place.

## #12: Leadership Team

The success, or failure, of any part of any organisation depends upon the how the leadership team works.

The leadership team is critical to the future of the organisation and its people.



Team

### Why you gave yourself this score:

I know I don't have all the answers and that the team needs to work together if we are all to succeed. But we don't have a single set of shared objectives and I have been unable to bring every member into the team fully.

### Top Tips on 'Creating Extraordinary Leadership Teams':

Extraordinary leaders create extraordinary leadership teams. They know that leadership is a team sport not a solo pursuit.

Your leadership team sets the culture of your part of the organisation. It is responsible for setting and delivering the strategy. Extraordinary teams work together, in a culture of respect and trust. They commit to one another, they listen to understand, they disagree constructively and they deliver clear and shared objectives. Either the team wins or no-one does.


How does your team fare against these guidelines?



## My Action Plan

What are your key learnings from your self-assessment?

What are the top 5 actions that you will do to further develop your impact as a leader?



**CHANGE :: STRATEGY**

[changeandstrategy.com](http://changeandstrategy.com)