
CHISELING REVEALS THE CHARACTER OF A LEADER

A S S E S S M E N T

This assessment tool is designed to help you evaluate your leadership skills against specific characteristic traits. The completed assessment will assist in identifying areas to help elevate your leadership skills and overall commitment level.

These characteristics have been divided into six areas: *Communicator, Credible, Competent, Counselor, Creative* and *Courageous*.

Under each of these areas are specific descriptions to help you understand the skills and behaviors you are expected to demonstrate as a leader. To get the most value from this tool, you will need to be honest with your responses. Don't over-analyze the question. Your first thought is usually the most accurate. Are you ready to reveal the character of a leader?

Communicator

The word “communication” is derived from the Latin word ‘*communicare*’ (verb), which means the common sharing of something respectfully.

Good communicators are consistent, clear and courteous in order to connect, convey and convince.

- They seek solutions to resolve conflict.
- They don’t yell. They communicate calmly and concisely.
- They are open-minded and tactful.
- They think before they speak. (Is it true, honest, inspiring, necessary and kind?)
- They seek solutions to resolve conflict.
- They listen and value what others are saying.

The learning communication cycle includes respectfully:

- Listening
- Learning
- Speaking

All conversations have three presentation messages:

- The message you want to deliver.
- The message you actually deliver.
- The message that the listener receives.

However, the power of communication is the message that the listener receives. Therefore, communicators must learn to change the way they communicate with different people. In the book *Inspiring Leadership – Unleashing Motivation in the Workplace*, Brian Townley gives some additional thoughts on how a leader can make a conversation more powerful:

“A mutual understanding about the problem must be achieved before a solution can be attained. I’m a big believer in face-to-face conversations between supervisors and employees. Emails can easily be misinterpreted, and even phone conversations can be restrictive. Communication experts say that the words we use account for only seven percent of the meaning of our message. Our body language and tone of voice play a vital role in conveying the meaning of our message.”

In most cases, communication issues arise from taking offense from the delivery. It’s important to remember that the choice to be offended is our own.

Credible

The “cred” in credibility comes from the Latin word *credo*, which means “I believe.” So, if you are credible, you can be trusted.

- If we don’t believe the messenger, then chances are we are not going to believe the message.
- Your values must become virtues.
- Credibility is the result of a leader who has created a culture that reflects their true values with which others can identify.

An “incredible” leader starts with being a “credible” leader. Credible leaders are believable, dependable and worthy of people’s trust and confidence.

In most cases, people just won’t open up to those they don’t trust. While you can attempt to demand trust, it rarely works. Trust is best created by earning it. Keep in mind that people will forgive many things where trust exists, but will rarely forgive anything where trust is absent.

The formula for “credibility” is when “integrity” and “competence” are combined with “conduct.”

Integrity is a concept of consistency of actions, values, measures, principles, expectations, and outcomes.

Competence is a standardized requirement for an individual to properly perform a specific job.

- Credibility is earned and is not easily handed out like a title is.
- Once credibility is lost, it’s very hard to get back.
- Credibility is earned over time, minute-by-minute and hour-by-hour.

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.” —Aristotle

Experts say it takes 21 days to form a habit.

Competent

A competent leader is one who has suitable or sufficient skill, knowledge, experience, etc., for some purpose; properly qualified.

A competent leader is one who necessarily does not know everything, but who knows how to get the job done.

A competent leader is characterized by both knowledge and skills.

- Even if a competent leader does not personally know how to do every task, they find the solution.
- Competent leaders are reliable. People know they can count on them to get the job done.
- Competent leaders stay on task and are role models for others. They are not distracted and haphazard. They are determined and follow through.
- Competent leaders are responsible and don't place blame elsewhere. Competence: the ability to do something well, measured against a standard.

Competence is having the confidence to admit mistakes and grow from those errors, publicly and openly.

We all admire people who demonstrate high levels of competence.

The people whom you influence or lead expect you to be a competent leader.

They have the ability to keep a group of people on the right track and focused in the right direction.

“Highly competent people always go the extra mile. For them, good enough is never enough. Highly competent people can't settle for mediocrity or just getting by; they focus on excellence. They are not content with doing something halfway. They measure themselves against their potential and stretch to reach higher and further. In the process, they motivate others to do the same.” —John Maxwell

A competent leader can handle the complexity of their job. They understand that it's not the weight of the burden, but how long you hold on to it that can cause it to overpower you.

Counselor (CCMC)

Leaders should be able to lead themselves before they can lead someone else.

Research tells us that there are—on average—15 people who look to you as an inspiration and role model.

There are four different aspects to this characteristic and they are: Counselor, Consultant, Mentor and Coach. It is important to know when to use the proper one.

Counseling is about solving problems from the past that keep someone from moving forward.

Consulting offers specialized knowledge, techniques or skills that another person is lacking for success.

Mentoring comes from experience. It's about offering advice based on having walked a similar path.

Coaching is the art of steering people toward finding their own solution to help accomplish goals in the future.

Counseling: Problem from the past

Consulting: Specialized knowledge

Mentoring: Previous experience

Coaching: Future accomplishments

“CCMC”—Counselor, Consultant, Mentor, Coach

“People don't care how much you know until they know how much you care.” – John Maxwell

- Leaders coach without being preachy.
- Leaders are wise but not arrogant.
- Leaders know when to share and when to listen.
- Leaders are accessible.

A Leader understands that two of the greatest qualities in life are patience and wisdom.

Creative

Creative leaders provide an understanding of a company's vision—they can effectively communicate it, then inspire and motivate people to achieve it.

Creativity is the bridge between a goal and an action.

- Creativity is creating something “new and useful.”
- Leadership and change are held together by creativity.
- Creative leaders think outside the box to inspire others, solve problems and make work fun.
- Creative leaders are willing to take risks if that will inspire others to reach their full potential.
- Creative leaders are visionary and look beyond what's apparent.
- Creative leaders inspire creativity in others by nurturing intelligent minds.
- Creative leaders use their imagination to generate original ideas.
- Creative thinking inspires new ideas and can see opportunity everywhere.

Courageous

There are different levels of courage. The word “courage” comes from the French word ‘for heart.’ Much like a heart muscle, you must nurture it for it to strengthen.

- Courageous leaders will stand up for what’s right.
- Courageous leaders are confident but not arrogant.
- Courageous leaders have the courage to share their knowledge without insecurity.
- Courageous leaders own their message by using “I.”
Rather than saying, “*You need to improve,*” focus on saying, “*I want you to improve on...*”
- Courageous leaders face their fears and move beyond them to learn and grow. Identify what’s holding you back. Take action and just do it. Practice again and again.

No one ever mastered something by just trying once and stopping.

“Courage is not the absence of fear; it is the triumph over it.” —Nelson Mandela

“The difference in a stumbling block and a stepping stone is the character of the individual walking the path.”
– Travis Alexander

Face your fears and ask yourself, ‘*What’s the worst that can happen?*’ Danger is real. Fear is a choice.

The Passionate Leader

“One person with passion is better than forty people merely interested.”

—E.M Forster

Do what you LOVE and LOVE what you do because a big heart wins over talent any day. Having courage is about taking risks and understanding that it's okay to break the mold, and being book-smart does not always make you street-smart.

Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort.”

—Franklin D. Roosevelt

Take advantage of every opportunity. Sometimes that might require you to fake it because Google is your best friend and best-kept secret.

How long does it take to make a first impression?

Don't fear failure, because you can't please everybody. Don't make decisions based on the fear of failure. Rather than saying, *“I have failed at something,”* I prefer to say, *“I have discovered a new way to be better.”*

You must make the Choice, to take the Chance, if you want anything in life.

Would you be willing to do your job for free if money wasn't part of the equation?

It's better to be right than to be first.

Just because someone says it doesn't make it true. Trust your gut and always do your homework. Don't fear the outcome, because success will come in due time.

Sometimes, you need to step outside, get some air and remind yourself of who you are and who you want to be.

Dusting off the residue: You get to create the character you want. Success is about growing yourself and growing others; however, there is a fine line that the passionate leader lives within. Within that line are courage, humility, vulnerability, compassion, vision, passion and choice.

ASSESSMENT SCORING

CHISELING REVEALS THE CHARACTER OF A LEADER

A leader is someone who has chiseled away the pretenses to reveal those inner traits that are worthy of respect and admiration. It's also someone that recognizes that leadership commitment is demonstrated by the willingness to improve and to learn.

This tool has been designed to evaluate your leadership skills and assist in identifying specific traits needed to develop as an exceptional leader. Enhancing one's leadership skills begins with assessing your commitment level.

To calculate your current commitment level, transfer the total number of YES and NO responses from each section to the appropriate areas below. Add your YES column and multiply by 1.6. This will calculate your current commitment level, while also illustrating your strengths and opportunities for improvement in each area.

	Strengths	Opportunities for Improvement
<i>Communicator</i>	YES: _____	NO: _____
<i>Credible</i>	YES: _____	NO: _____
<i>Competent</i>	YES: _____	NO: _____
<i>Counselor (CCMC)</i>	YES: _____	NO: _____
<i>Creative</i>	YES: _____	NO: _____
<i>Courageous</i>	YES: _____	NO: _____

SCORE _____ X 1.6 = _____% committed to being an exceptional leader.