

creative leadership questionnaire

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Report

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around the globe

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Introduction

Think of managerial work as a continuum. At one end of the spectrum is the highly capable individual who makes productive contributions through talent, knowledge, skills, and good work habits. At the other end is the effective leader who catalyzes commitment to a compelling vision and stimulates the group to high performance standards. Along the way, you learn how to be an effective team member and competent manager (see model at the end of this report).

The purpose of the Creative Leadership Questionnaire is to help you to better understand your personal competencies and leadership style. It assesses leadership style and personal qualities and competencies to do with managing change, managing the business and managing people. By learning more about yourself, you will better understand where you are on this continuum, the impact you have on others and how to manage yourself. You will also be in a better position to decide the things you need to do to develop yourself.

There are a few things you should bear in mind when considering this report. First, the CLQ is a self-report questionnaire, and like all self-report questionnaires, is not infallible. Second, the scores we give you are arrived at by comparing your responses to a 'norm' group of managers. The CLQ norm group is a mix of managers at different levels and working in different organizations. Third, although we give you a single score for each dimension, it is better to think of your score lying in a range of one point either side of the score reported. This is shown on the profile chart.

Finally, remember that this assessment is intended to help you clarify your view of yourself and offer some ideas about where you might focus your development efforts. This is not to say that you must develop in every area that has been identified. However, it will benefit you to have a broad range of competencies because the more skills you have, the more versatile you will be on the job. What is important is that you honestly assess what it takes to excel at your job and whether you have these qualities. Be sure to take the long view because some personal competencies and skills take time and practice to acquire.

Level 5 Leadership

According to Jim Collins, Level 5 leaders channel their ego needs away from themselves and into the larger goals of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious - but their ambition is first and foremost for the organization, not themselves. Level 5 CEOs "build enduring greatness through a paradoxical combination of personal humility plus professional will."

Professional Will

Creates superb results, a clear catalyst in the transition from good to great.

Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.

Sets the standard of building an enduring great company; will settle for nothing less.

Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

Personal Humility

Demonstrates a compelling modesty, shunning public adulation; never boastful.

Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.

Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.

Looks out the window, not in the mirror, to apportion credit for the success of the company-to other people, external factors, and good luck.

Collins believes that it is perfectly possible to develop from Level 1 through to Level 5. What an aspiring leader should do is consciously aspire to the necessary traits. Whether or not you make it to Level 5, it is worth trying because your own life and the lives of all that you touch will be the better for having made the effort to get there.

What Level Are You?

The CLQ assesses where you are now by measuring twenty dimensions of leadership and management style covering Transformational, Transactional and People Management Competencies. The overall assessment of the leadership position you have reached is based on your overall score on all twenty dimensions. In order to gain a high score, you must be competent on all the dimensions covered by the questionnaire.

Level 5 - Level 5 Executive: Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

Looking at all your responses, you have scored 81% of the maximum possible total score on the questionnaire. This puts you in the top 2% of managers who have completed the Creative Leadership Questionnaire. If your questionnaire responses are a true reflection of the way you handle yourself at work, then you may have reached the position of a Level 5 Executive. According to Jim Collins, the originator of the Level 5 Leadership concept, individuals like you are in a relatively unique class possessing the ability to build enduring greatness through a paradoxical combination of personal humility plus professional will. This does not mean that you have definitely reached Level 5 nor that you have arrived at the end of the road as you should never stop trying to become better qualified for the job. If you are a Level 5 Executive, you will already know this.

Where are You on Will & Humility?

Your profile of scores on the three clusters of competencies measured by the CLQ throws light on the things that you find easier and harder and helps answer the questions Collins poses about whether you find humility or will harder. The Transformational cluster of competencies covers the 'will' end of leadership - for example, authority, communication, relationships, risk-taking, achievement, decision. The People Management cluster of competencies covers the 'humility' end - for instance, flexibility, sensitivity, teamwork, motivating staff. The Transactional cluster of competencies covers basic business administration skills that you need to develop earlier in your career in order to be a competent manager - for instance, planning, customer-orientation, quality control. So it is the Transformational and People Management clusters that are most relevant to issues about humility and will.

You have a higher than average overall score on the people management cluster of competencies and an average overall score on the transformational cluster of competencies. You appear to have the humility or empathy part of the will/humility combination that Jim Collins identifies as critical. In order to raise your game, you should focus your learning on enhancing your knowledge and skills in the will part of the equation - for example, competencies such as communication, relationship management, innovation, risk taking, achievement, decision making etc. The next section considers these issues in more detail.

Transformational Leadership

For most organizations, a key challenge is leading change. You need transformational leadership to blast through corporate inertia and to motivate people to change their behavior. You need leadership to embed change in the culture of the organization and make it stick.

The CLQ measures three dimensions of transformational leadership capability:

authority, communication and relationships

Your ability to present a confident public image, to communicate a change vision and to create a broad-based coalition to help drive it.

innovation and risk taking

Your ability to initiate and continually look for new ways of doing things and your willingness to bend the rules and take risks to make things better.

achievement, initiative, decision making and learning

Your ability to establish a sense of urgency, to keep on going until the change has been achieved and to reflect on and learn from successes and failures on the way.

The table below shows how you came out on the competencies measured by the questionnaire based on your scores on different scales (see profile sheet at end of report).

Strength	Mid-Range Skill	Limitation
Relationships Innovation Risk Taking Learning	Authority Communication Achievement Initiative Decision Making	
Score of 8-10	Score of 4-7	Score of 1-3

Transactional Leadership

A competent manager organizes people and resources towards the effective and efficient pursuit of his or her agreed business objectives. The CLQ measures three dimensions of transactional leadership competencies that organizations would expect their managers to possess.

analysis and planning

Your ability to analyze different aspects of a business situation together with the ability to plan work activities. These are fundamental skills in project management.

quality / customer focus and business awareness

The extent to which you focus on quality and customer service concepts and display a basic business awareness.

resilience

Your ability to stay calm and manage your emotions when you are put under pressure and stress.

The table below shows how you rated yourself on the competencies measured by the questionnaire.

Strength	Mid-Range Skill	Limitation
Analysis Planning Quality Focus Business Awareness Customer Focus Resilience		
Score of 8-10	Score of 4-7	Score of 1-3

People Oriented Leadership

The CLQ measures three dimensions of people management competency that are distinguishing features of a person's management / leadership style. These competencies highlight differences between a team player and an individual contributor, and between an effective leader and a competent manager.

adaptability, sensitivity and teamwork

Your ability to fit quickly into a team and to respond to other people's ideas, views, concerns and emotional needs.

motivating

Your ability to delegate effectively and empower people.

coaching

Your ability to pass on knowledge and skills to others and help them improve their performance and reach their potential.

The table below shows how you rated yourself on the competencies measured by the questionnaire.

Strength	Mid-Range Skill	Limitation
Adaptability Sensitivity Teamwork Motivating Coaching		
Score of 8-10	Score of 4-7	Score of 1-3

Development Advice

Think about learning as a business investment in your career and your quality of life. Where are you going to get the best return from your learning efforts? We have run through your profile identifying what appear to be your strengths, mid-range skills and limitations. Use this information together with feedback from your boss and others to decide what you need to do to develop yourself. We suggest that you try and identify a few areas that could make a real difference to your performance and think about a broad range of learning methods - copying, coaching, networking, mentoring etc - to support any training to decide to undertake.

Remember also that if you want to become a superb performer, you need to spend lots of time practicing your skills. Think about the amount of time top sports people spend on preparation, exercise and training. This is a metaphor for executive development. Even if you have a natural talent for a competence such as public speaking, you will only become a star performer through lots of practice.

Level 5 Leadership

The model below was developed by leadership expert Jim Collins who believes that the essential ingredient for taking a company to greatness is having a "Level 5" leader at the helm - an executive in whom extreme personal humility blends paradoxically with intense professional will. Use this model together with your CLQ profile to reflect on where you have reached and what your current and future development needs are.

Level	Type	Description
5	Level5 Executive	Builds enduring greatness through a paradoxical combination of personal humility and professional will
4	Effective Leader	Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulates the group to high performance standards
3	Competent Manager	Organizes people and resources toward the effective and efficient pursuit of predetermined objectives
2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting
1	Highly Capable Individual	Makes productive contributions through talent, knowledge, skills, and good work habits

CLQ

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Lower			Average				Higher			High Score Meaning		
1	2	3	4	5	6	7	8	9	10			
.	<	...	>	.	.	Authority : Has presence and authority, enjoys being in charge, takes lead	Transformational	
.	<	...	>	.	.	Communication : Expresses views clearly, makes impact with presentations		
.	<	...	>		Relationships : Develops strong working relationships, builds rapport quickly
.	<	...	>		Innovation : Originates change, makes things better, produces creative ideas and solutions
.	<	...	>		Risk Taking : Takes risks, bends rules to make progress, challenges accepted practice
.	<	...	>		Achievement : Self motivated, driven to get ahead, prepared to do whatever it takes
.	<	...	>		Initiative : Shows initiative, has positive attitude, self starter
.	<	...	>		Decision Making : Decides quickly, displays confidence, acts independently if required
.	<	...	>		Learning : Exploits opportunities for self development, energetic, self aware
.	<	...	>	Analysis : Analyses situations carefully, makes rational judgments & logical decisions	Transactional
.	<	...	Planning : Plans and prioritises work activities, manages time effectively	
.	<	...	Quality Focus : Takes pride in work, does job well, gets the detail correct	
.	<	...	Business Awareness : Focuses on bottom line, controls costs, sets ambitious targets	
.	<	...	Customer Focus : Applies customer concepts, focuses on quality and service	
.	<	...	Resilience : Handles pressure and stress, stays calm and in control	
.	<	...	Adaptability : Adapts quickly to change, responds flexibly to people and situations	People Oriented
.	<	...	Sensitivity : Sensitive to people's needs, involves people in plans and decisions	
.	<	...	Teamwork : Strong team player, works effectively with people	
.	<	...	Motivating : Empowers and motivates team members, delegates tasks effectively	
.	<	...	Coaching : Coaches and develops team, gives regular feedback	