

Name:

Organisation:

Title:

Sector:

No of employees:

“What we have done in the past is definitely, definitely, definitely,
not good enough for the future.” Dr Ian Robertson, BMW

Excelling as a Leader

What leadership styles/behaviours have you noticed their managers use?

Observations Y / N / Add

How do you think these leadership styles/behaviours could have a positive (or negative) effect on individual and group behaviour back in your workplace?

Observations Y / N / Add

Based on what you have witnessed, what actions are you going to take to enhance your leadership styles/behaviours in the context of a particular leadership model you've seen that will be successful for you?

Observations Y / N / Add

Decisive Problem Solving

Where you have observed a problem in their organisation, what do they do to gather and interpret information to identify possible solutions?

Observations Y / N / Add

How do they prepare a summary of options for possible solutions?

Observations Y / N / Add

What decision making technique do they use to evaluate those options to get the best solution?

Observations Y / N / Add

When they implement and communicate the decision, what does their action plan look like?

Observations Y / N / Add

What monitoring and review techniques are used to evaluate outcomes?

Observations Y / N / Add

Winning Teams and How to Grow Them

What behaviours have you witnessed which would develop and maintain trust at work?

Observations Y / N / Add

What have you observed around the role of communication in developing effective team working?

Observations Y / N / Add

How do their managers benefit from knowing team members' preferred roles as defined in an established team role model?

Observations Y / N / Add

Managing Individual Performance and Motivations

How do they formally & informally assess performance within their organisation?

Observations Y / N / Add

What is the role of their first line managers in this performance management?

Observations Y / N / Add

How do their managers ensure fair and objective formal assessments?

Observations Y / N / Add

How do their managers set SMART objectives for team members?

Observations Y / N / Add

How do their managers set performance standards for team members?

Observations Y / N / Add

How do their managers measure performance against those agreed standards?

Observations Y / N / Add

How is effective feedback given so that performance is improved?

Observations Y / N / Add

What do their managers do to identify potential areas of underperformance?

Observations Y / N / Add

How do their managers identify causes for failure in meeting agreed performance levels?

Observations Y / N / Add

What actions do they take to restore performance to acceptable levels?

Observations Y / N / Add

Communicating for Maximum Impact

What do their managers do to highlight the importance of effective communication?

Observations Y / N / Add

What possible barriers to communication do their managers encounter?

Observations Y / N / Add

How do their managers overcome these potential barriers?

Observations Y / N / Add

What are the main methods of written and oral communication and their uses by their management team?

Observations Y / N / Add

What do their managers regard as the main advantages and disadvantages of written methods of communication?

Observations Y / N / Add

What do their managers regard as the main advantages and disadvantages of oral method of communication?

Observations Y / N / Add

How do their managers assess their own performance in a frequently used method of communication?

Observations Y / N / Add

What actions to improve their own performance in communicating have you identified?

Observations Y / N / Add