

Self- Generating Leadership Conditions Assay for

Year 20

Domains		✓	Low 1	✓	2	✓	Leadership Communication 3	✓	4	✓	High 5
Whole Systems	Goal Sharing		Not shared – exclusive to top leadership		Shared with a few – “need to know basis”		Shared with everyone, input from some leaders		Promoted to everyone; some teams set their own goals		Whole company develops goals together
	Notes:										
	Budget and Finance Literacy		No one outside ‘C suite and finance really understands them		Very few understand them or use them		We prepare budgets with their users		Budgets prepared are tied to financial estimates and cash projections		Ability to project cashflow and ROI at operating group (OG) and leadership team levels
	Notes:										
Indicators	Operational Indicators		None used		We have a big list of them		A few (3 or 4) primary ones used		Operating groups cascade primary ones to detailed ones at work station level		Operational indicators are tied to top-level goals and linked to company-wide rolling financial projections
	Notes:										
	Financial Indicators		Basic financial indicators tracked		Projecting with basic financial indicators		Executive team projects financial indicators with operating indicators		Operating teams project with financial indicators		Executive & operating teams projecting cashflow, profit, return impacts with operating indicators
	Notes										
People Development	Problem-seeing and Problem- solving Skills		People not encouraged to make any suggestions or do any thinking		People can make suggestions, but suggestions must be approved		Ideas come from sporadic problem-solving events (kaizen events)		Collaborative problem-solving is common; process changes are routine and often scheduled.		Both leaders and line employees autonomously improve their work in alignment with company mission and strategy
	Notes										
	Cross Training		Everyone works only to their own job description		Some responsibility across job descriptions; limited cross-training		Extensive area cross-training; skills matrix posted in area		HR has a training, skills, and certification matrix on every employee; multiple persons can fill any job; all supervisors can also be trainers		Can draw on a “deep bench” to fill any job. In any direction the organization is a matrix of mentors and problem-solvers.

Yearly Total =

/6 =

To participate in the benchmarking, and receive a report, please include your email and fax to 413-778-4138 For four year financial dashboard picture, go to www.financialdashboard.com, click on dashboard, input data and copy screen print to word.

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