



Excerpted from
FastTrac® GrowthVenture™



TAKE CHARGE OF YOUR BUSINESS®

A program of the Kauffman Foundation

Leadership Scorecard

Being an Inspiring Leader

To champion change and guide your organization to new levels of growth, management team members and employees must be willing to follow your lead. To do so, they need to view you as the kind of person they'd like to follow. This doesn't mean you have to make great speeches and have unfailing wisdom. It simply means that you should strive to be a person of integrity who creates a healthy workplace culture.

Just as the mantra in real estate is location, location, location, in leadership it is relationships, relationships, relationships. Relationships are built of honesty, integrity, and mutual respect, the cornerstones of a healthy organization and the bedrock of effective leadership.

Complete the *Leadership Scorecard* on pp. 2-3 to reflect on how you are perceived as a leader.

Hand out the *Leadership Feedback Sheet* on p. 4 to employees, contractors, and customers. Insist on complete confidentiality so that people feel free to give you honest feedback. Create a process so you will not be able to identify who gave you specific feedback.



Leadership Scorecard

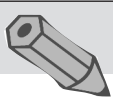
1. Rate yourself on the statements on the Leadership Scorecard, on p. 3.
2. Ask your employees, contractors, vendors, and/or customers to rate you on the Leadership Feedback Sheet on p. 4. Ensure complete confidentiality and anonymity.
3. Compile the results into the appropriate cells of the Leadership Scorecard by averaging your results on each question. In other words, if you give the Leadership Feedback Sheet to four of your employees and get a 3, a 4, and two 5's on the first question, you would add those numbers and divide by the number of people responding ($3 + 4 + 5 + 5 = 17$ and $17 \div 4 = 4.25$) and put the result into the appropriate cell in the Leadership Scorecard.
4. Review the differences between your ratings and the average ratings of others. On which questions do you see discrepancies? List them.

Why do you think those discrepancies exist?

5. Note that others' perceptions may result from your consistent long-term behavior or from an important recent event. Others' perceptions could be mistaken, but they are what they are. How will you know whether discrepancies are big enough to be significant? Although no hard and fast rule applies, if your rating is different than the average of others by more than 0.75 then the discrepancy is probably notable. For example, if you rate yourself a 4, and others rate you a 3.5, that's probably not a big difference. If they rate you a 3, that may be something to examine more closely.

Does your analysis of the results suggest some changes you could make in your behavior? What are these changes, and how will you implement them?

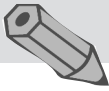
6. Regardless of the results, DO NOT be defensive and DO NOT seek revenge or retribution. These actions will discourage others from giving you feedback in the future, and you don't want to lose a valuable source of information. The best thing you can do is to thank people for their input and make changes that will benefit your company as a whole.



Leadership Scorecard

1=Strongly Disagree 3=Neutral or Don't Know 5=Strongly Agree

Item to Be Rated	Your Self-Rating (circle one)	Your Employees' Average Rating	Your Contractors' Average Rating	Your Customers' Average Rating
1. I keep all or most of the promises I make.	1 2 3 4 5			
2. I treat people fairly and with respect.	1 2 3 4 5			
3. In making decisions, I consider the impact on employees' health, safety, and work-life balance.	1 2 3 4 5			
4. I clearly demonstrate that I care for those around me.	1 2 3 4 5			
5. I exhibit a fairly stable personality and avoid drastic mood swings.	1 2 3 4 5			
6. I provide a clear set of expectations for those who work for me.	1 2 3 4 5			
7. I communicate regularly with the people I work with.	1 2 3 4 5			
8. Those who work with me feel free to provide me with constructive criticism without fear of revenge or anger.	1 2 3 4 5			
9. I listen to others and take their ideas into account when making decisions.	1 2 3 4 5			
10. I practice what I preach.	1 2 3 4 5			
11. I insist on legal and ethical business practices.	1 2 3 4 5			



Leadership Feedback Sheet

Please complete this anonymous survey. I am seeking your honest feedback to improve my leadership skills and my business.

1=Strongly Disagree 3=Neutral or Don't Know 5=Strongly Agree

Rate the person on the following statements	See rating scale above (circle one)	Please provide clarifying notes:
1. Keeps, or tries to keep, promises	1 2 3 4 5	
2. Treats people fairly and with respect	1 2 3 4 5	
3. In making decisions, considers the impact on employees' health, safety, and work-life balance	1 2 3 4 5	
4. Clearly demonstrates care for others	1 2 3 4 5	
5. Exhibits a fairly stable personality and avoids drastic mood swings	1 2 3 4 5	
6. Provides a clear set of expectations for employees and other team members	1 2 3 4 5	
7. Communicates regularly with co-workers	1 2 3 4 5	
8. Creates an atmosphere in which constructive criticism can be given without fear of revenge or anger	1 2 3 4 5	
9. Listens to others and takes their ideas into account when making decisions	1 2 3 4 5	
10. Consistently practices what he or she preaches	1 2 3 4 5	
11. Insists on legal and ethical business practices	1 2 3 4 5	