

# The Change Leader

## Leadership Self-Assessment and Action Plan



We live in a rapidly changing world, and the pace of change has never been greater. The forces that are driving change – disruptive technologies, shifting demographics, evolving consumer attitudes and emerging competitors, just to name a few – are reshaping societies, communities, workplaces and our roles as leaders.

Futurist Bob Johansen in his insightful book “The New Leadership Literacies” described the mindset today’s leaders must have to successfully navigate change as “gaming for grit.”

In other words, we must come ready to play for high stakes by:

- **Boldly placing bets** that empower our companies to go from disrupted to disruptor.
- Learning to lead **shape-shifting organizations** where power no longer emanates from the core but is highly distributed and rewards agile, collaborative leaders.
- **Looking backwards from the future** to envision what things will be like 10 years out and putting a game plan in place to reach an uncertain destination.

This requires inner toughness of a different order of magnitude. How will you survive? Better yet, what can you do to thrive in this new normal?

Answer: Become a change leader.

You can do this by honing a new set of skills that will help you rise to the challenge of a rapidly evolving environment and lead through change with clarity and confidence. Begin by taking the following self-assessment. Then answer the questions in the action plan to set a course for growth.



# The Change Leader: Self-Assessment

Instructions: Read through the change leadership skills and abilities below. Determine if each ability listed is a strength or needs improvement. In the far right-hand column, list an "S" for a strength and an "I" for needs improvement. Then answer the questions in the action plan.

Change Leadership Skill	As Evidenced by These Specific Abilities	Strength or Needs Improvement
Agile	Grasp the full scope of the situation	
	Resist the temptation to problem-swirl or blame	
	Focus on the most important issues	
	See potential in challenging situations	
	Seize opportunity	
Decisive	Avoid analysis paralysis	
	Seek different points of view and weigh them objectively	
	Move forward in a timely manner despite uncertainty and without requiring consensus	
	Render difficult decisions quickly and firmly	
	Stand your ground despite pressure from others – inner toughness	
Inspirational	Establish a compelling vision	
	Command the room	
	Engage hearts as well as heads	
	Connect others to the mission and purpose of the work	
	Envision the future in new and innovative ways	
Empowering	Ensure proper resources are in place	
	Resolve conflict productively	
	Reduce resistance and fear in others	
	Allow others to own and lead important initiatives	
	Give credit where credit is due	
Centered	Remain cool-headed in stressful situations	
	Tolerate excessive pressure from others	
	Live with the tension of uncertainty	
	Maintain physical composure	
	Not giving in to hysteria or catastrophizing	



## The Change Leader: Self-Assessment Continued

Change Leadership Skill	As Evidenced by These Specific Abilities	Strength or Needs Improvement
Authentic	Listen with curiosity and a sincere desire to learn	
	Show empathy	
	Communicate honestly and transparently	
	Stay present and focused with others, not distracted	
	Display a willingness to be vulnerable and forthcoming at times, allowing others to see the real you	
Resilient	Overcome obstacles by readily trying different approaches	
	Stay the course despite short-term setbacks	
	Demonstrate determination and a will to win	
	Bounce back quickly from failure	
	Look for the learnings in any situation	

## The Change Leader: Action Plan

*Instructions: Answer the questions below. Share your insights with a partner.*

### Using Your Strengths

1. Considering how you scored yourself for the specific abilities, select three change leadership skills from the far left-hand column that you consider strengths.
  
2. Think about a current or upcoming change initiative you will be leading. From the three skills you listed as strengths, which one or two will be most important for you to demonstrate in order to lead effectively? Why will this be so crucial for success?



