

## Toolbox Collective Leadership Self-Assessment

1. **Humanity (Mindfulness, Balance, Empathy)**  
Practice: Choose the path with a heart.
2. **Future Possibilities (Future orientation, Empowerment, Decisiveness)**  
Practice: Lead with passion
3. **Engagement (Process quality, Connectivity, Collective action)**  
Practice: Foster collective action
4. **Collective Intelligence (Dialogic quality, Diversity, Iterative learning)**  
Practice: Encourage diverse perspectives
5. **Innovation (Excellence, Adaptability, Creativity)**  
Practice: Nourish creativity
6. **Wholeness (Contextuality, Vitality, Contribution)**  
Practice: Nurture life-enhancing patterns

<http://www.stakeholderdialogues.net/learning/toolbox/collective-leadership-self-assessment/>

1. **Humanity (Mindfulness, Balance, Empathy)**
  - I have a regular practice (eg. meditation, jogging, walks...) which helps me restore my energy and allows me to reflect:
  - I regularly review my leadership journey:
  - I can act in a situation and at the same time observe the situation and myself in it:
  - I am able to observe patterns of interaction and energy levels within a group or organization:
  - I regularly reflect on what is really important to me:
  - I keep track of my energy levels in what I am doing:
  - I focus my work on what gives me energy or change my way of doing things so that it gives me energy:
  - In the way I lead I am attentive to a balance of passion, commitment and reflection:
  - I am able to see the story behind difficult to understand behaviour:
  - I keep track of my own journey of growth and development:
  - I value relationships at work as a way of invigorating a network of diverse people:
  - I make an effort to understand where somebody with a different opinion is coming from:
2. **Future Possibilities (Future orientation, Empowerment, Decisiveness)**
  - I have my own 5-15 year vision formulated and regularly review it:
  - I align my vision and what I intend to contribute with that of my organization, my project, my initiative:
  - In the way I lead I engage people around a vision and future possibilities:

- In difficult situations I focus on possibilities, potential and solutions:
- I strive to connect my personal goals with a larger vision or a “common purpose”:
- I am aware of my strengths and limitations, and build my learning path on them:
- I consciously enhance other people’s strength, creative spirit and self-reliance in the way I lead:
- I ensure that my professional conversations are inspiring conversations that tap into possibilities:
- I know what I want to achieve/change and I follow through on it:
- I make decisions based on my values while considering the situation and other people:
- I set priorities and focus on what is important according to my values and measure improvements over time:
- In the way I lead I set clear targets and hold myself and others accountable:

### 3. Engagement (Process quality, Connectivity, Collective action)

- I engage others the same way I expect to be engaged – I lead by example:
- In the way I lead I access people’s hearts, values and aspirations to make a difference:
- I foster engagement and authentic participation :
- In the change I lead I design structured processes with a balance between result-orientation - facts and figures, operational planning - and relationship building - meaningful conversations, emotional engagement, trust building, good communication.
- I am conscious of the way I connect with other people and the world:
- I attend to the quality of relationships because I see them as cornerstones for successful outcomes:
- I build networks and connect people as a way of enacting change and scaling impact:
- When I want to bring about change, I build small groups of passionate individuals (containers) behind a common goal (Quote from Margaret Mead):
- I see success as collectively achieved and give credit to all involved:
- I am good at putting accountability structures in place that ensure results:
- I drive both long-term strategies and easily achievable visible successes:
- I manage cooperation by attending to high-quality engagement and transparent communication:

### 4. Collective Intelligence (Dialogic quality, Diversity, Iterative learning)

- I am aware of how my thoughts implicate on my actions:
- I listen attentively before I draw conclusions:
- I invite contributions and make my decisions/conclusions transparent:
- When I am in a meeting I attend to the quality of dialogue and assess how I can contribute to making the group collectively intelligent:
- I am continuously developing my capability to withhold my judgment of others:
- I inquire into opposing views, and try to find the good intention behind these views:
- I encourage diversity of perspectives in meetings/workshops/conversations:
- In the way I lead I create regular efficient „thinking together“ environments and encourage others to do the same:

- I regularly review my leadership progress and inquire into learning opportunities:
- I evaluate crises as an opportunity to learn and improve:
- I deliberately create settings that ensure collective reviews and strategy adjustments:
- In the way I lead I encourage risk taking combined with structured reflection:

#### **5. Innovation (Excellence, Adaptability, Creativity)**

- I strive for excellence/impact in my work/my field of expertise:
- I keep pace with new developments in my field and stay up-to-date:
- I honor other people's expertise and know when to bring them in:
- In the way I lead I encourage striving for excellence and complementing expertise:
- I stay open to discovering new approaches and expose myself to new ways of doing things:
- I am aware of my comfort zone and look for opportunities to expand it:
- I know my limitations and complement them by bringing in other people's strength:
- In the way I lead I encourage people to expose themselves to new learning and continuous growth:
- I attend to my creative potential and the creative potential of my team:
- I allow myself unplanned/empty spaces to foster my creativity:
- I use creativity tools in day-to-day activities:
- In the way I lead I foster people's creativity:

#### **6. Wholeness (Contextuality, Vitality, Contribution)**

- I regularly take a bird's-eye perspective and look at how my actions impact on a system:
- I take a wider picture into account when I deal with an issue:
- I inquire into the context of a situation or behavior before I initiate change:
- I encourage people to explore the larger context of an issue in order to see the "big picture":
- I notice the energy levels in teams/groups/systems and consider how to maintain or raise them:
- I actively show appreciation for people, nature and life:
- I nurture a culture of mutual support:
- I acknowledge support, ideas, contributions, achievements and return as much as I can:
- I know my unique gifts and how to draw on them:
- I regularly review my contribution to a larger sustainability goal/strategy:
- I foster people's strength and unique contribution:
- I hold myself and others accountable to a set of sustainability goals in line with the motto "people, profit, planet":