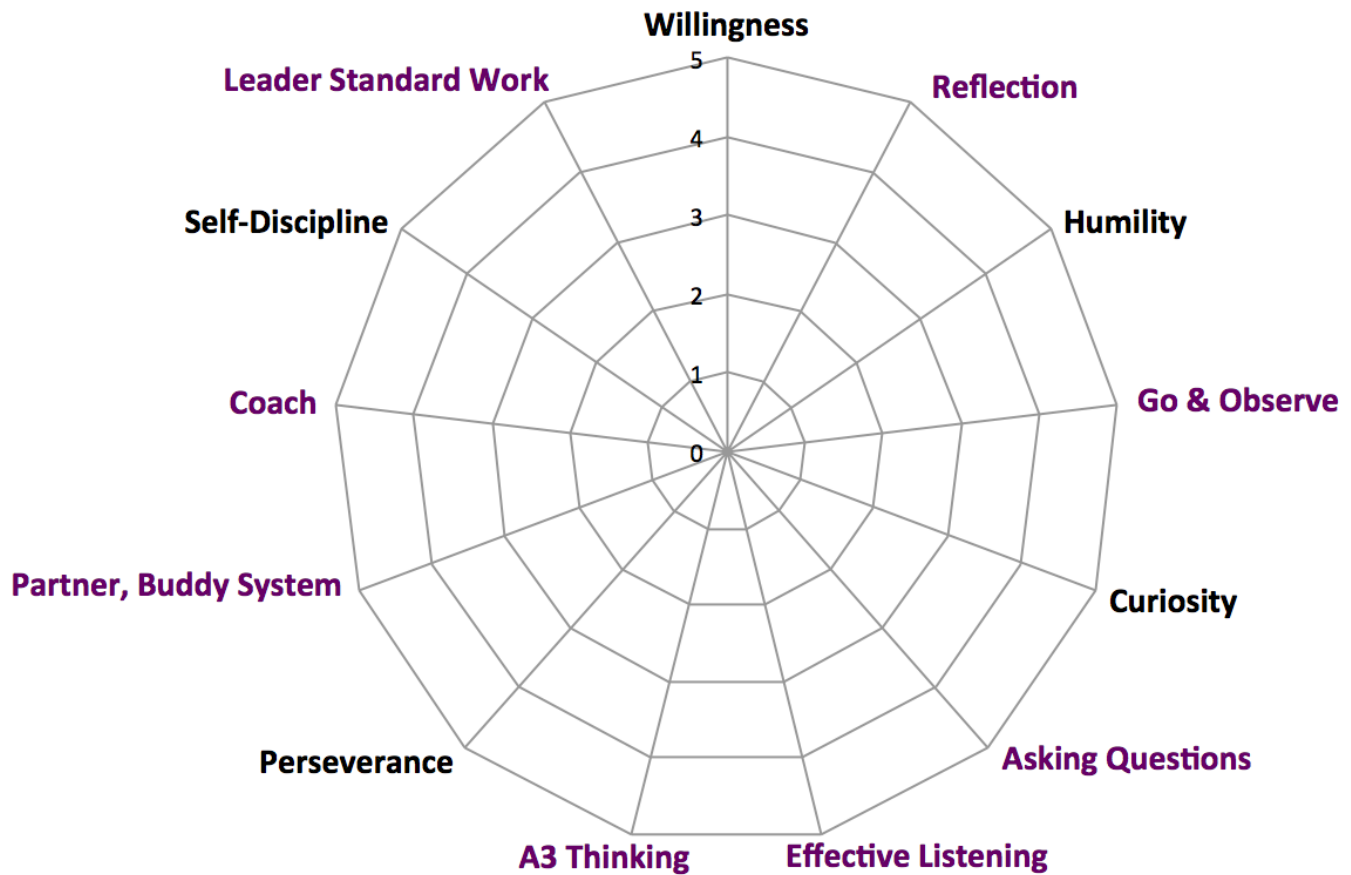


## CEO Forum

### Senior Leader Self-Assessment on Fundamental Behaviors



### Levels of frequency, duration & intensity

Level 1: Rare, Undeveloped, Indifferent

Level 2: Irregular, Experimental, Apparent

Level 3: Frequent, Predictable, Moderate

Level 4: Consistent, Stable, Persistent

Level 5: Uniform, Mature, Tenacious

**Definitions** [For each of these, assess yourself on an internal, personal level]

- **Fundamental: Willingness** – A large scale, management-by-process system transformation will be “possible only when leaders are willing to change.”<sup>i</sup> Assuming that your behavior models every activity and policy for the organization, a successful transformation would require that you behave differently. On a daily/weekly basis, where would you rate yourself re: Willingness to change? Willingness to learn? Willingness to thinking differently? Willingness to behave differently?

**Reinforcing Behavior: Reflection** – The practice of serious thought or consideration. An idea about something, especially one that is written down or expressed. How often do you reflect at end of each day regarding: What went well? What could I have done better? How might I lead differently tomorrow? “Create and fiercely guard time to think and write”.<sup>ii</sup> “Deep and significant learning occurs only as a result of reflection.”<sup>iii</sup>

- **Fundamental: Humility** – The condition of having perfect awareness of one’s own limits and therefore knowing what you don’t know. Humility then serves as an enabler in seeking to learn the truth.<sup>iv</sup> Without humility you’d have no need to learn. Practicing humility would reflect in your personal shifting from knower to learner.

**Reinforcing Behavior: Go & Observe** – Going to the gemba to simply observe, listen and learn. Increased time in gemba is commensurate with increased awareness.<sup>v</sup> Simply being present and listening in gemba is often both a rewarding and humbling activity.<sup>vi</sup> “The highest level of expertise often is the lowest level of authority.”<sup>vii</sup>

- **Fundamental: Curiosity** – Having a keen interest in how things work. The constant state of being inquisitive. The desire to learn or know about anything. A positive implication of practicing your curiosity is allowing solutions to emerge from the front lines rather than trying to impose them upon. Curious leaders ask great questions as they seek others views.

**Reinforcing Behavior: Asking Questions** – Questions of pure inquiry.<sup>viii</sup> Practicing the art of drawing someone out. Asking questions to which you do not already know the answer. “We must become better at asking and do less telling in a culture that overvalues telling.”<sup>ix</sup>

**Reinforcing Behavior: Effective Listening** – It is a wonderful gift to give someone your full attention. By fully listening to employees without interruption or leaping in to solve their problems, you set the stage that allows them to find their own answers. Getting ready to say something is not the same as listening.

**Reinforcing Behavior: A3 Thinking** – There is no better way to ask questions of curiosity. What are all the things that are hindering the teams from hitting their targets? You learn to ask simple and powerful questions that are truly based in curiosity. You are creating a space that encourages them to discover their own answers.<sup>x</sup>

- **Fundamental: Perseverance** – The quality that allows someone to continue trying to do something even though it is difficult.<sup>xi</sup> Transforming a complex organization is hard work; transforming yourself may be even more difficult; i.e. the long and often difficult process of personal change and development. Psychological hardiness: believing that personal improvement and fulfillment come through the continual process of learning from both negative and positive experiences.<sup>xii</sup>

**Reinforcing Behavior: Having a Partner or Buddy System** – This really is a true journey i.e. a long and sometimes difficult process of personal change and development. It is best not to attempt it without some support. “If you want to go fast, go alone. If you want to go far, go together.”<sup>xiii</sup>

**Reinforcing Behavior: Having a Coach** – A formal internal or external individual that you have worked with to create a personal leadership development plan. This individual then challenges you, holds you accountable, and acts a sounding board while facilitating your personal growth.

- **Fundamental: Self-Discipline** – Training oneself for personal improvement.<sup>xiv</sup> The continuous correction and regulation of oneself for the sake of improvement. Required behavior for the sustainment of efforts and results. The challenge for senior executives is to move from “knowing conceptually” to “practicing personally”; i.e. the difference between knowledge and understanding.

**Reinforcing Behavior: Leader Standard Work** – It is a scientific fact that you cannot make improvements upon an unstable platform. Leader standard work establishes your personal platform upon which to practice and improve.<sup>xv</sup> It is a blend of principles, behaviors skills and tasks.<sup>xvi</sup> “Daily use of standardized work will improve the efficiency and effectiveness of leadership capabilities much in the same way the daily practice improves a musician’s efficiency and capabilities.”<sup>xvii</sup>

- 
- <sup>i</sup> Frontiers of Health Science Management
  - <sup>ii</sup> Emotional Intelligence 2.0, Travis Bradberry & Jean Greaves
  - <sup>iii</sup> Leading with Questions, Michael Marquardt
  - <sup>iv</sup> Jankelevitch in A Small Treatise on the Great Virtues, Andre Comte-Sponville
  - <sup>v</sup> Gemba Kaizen, Masaaki Imai
  - <sup>vi</sup> Lead with Respect: A Novel of Lean Practice, Michael & Freddy Balle
  - <sup>vii</sup> Accountability – How Can I Get Some? Blog by Maureen Sullivan | Jul 19, 2012
  - <sup>viii</sup> Toyota Kata, Mike Rother
  - <sup>ix</sup> Humble Inquiry, Edgar Schein
  - <sup>x</sup> Managing to Learn, John Shook
  - <sup>xi</sup> Grit – The Power of Passion & Perseverance, Angela Duckworth
  - <sup>xii</sup> The Leadership Challenge, Kouzes & Posner
  - <sup>xiii</sup> African Proverb
  - <sup>xiv</sup> The Power of Habit, Charles Duhigg
  - <sup>xv</sup> Creating a Lean Culture, David Mann
  - <sup>xvi</sup> The Art of Learning, Josh Waitzkin
  - <sup>xvii</sup> Bob Emiliani