

ASPIRING LEADERS WORKBOOK

A highly pragmatic workbook to help you get started on your journey of self actualisation and identify your strengths and areas for personal development.

INTRODUCTION

Right now, do you consider yourself an aspiring leader, ready to take the next steps in your leadership journey? It sounds obvious – but needs constant re-stating – that knowing yourself well in order to lead well is non-negotiable! You need to be confident that you know yourself inside out in order to be truly effective.

We can easily get caught up in the speed of life and forget to stop and reflect – stuck in a loop, not reaching our full potential by maximizing the skills we already have and developing new skills needed to lead successfully and produce optimal outcomes.

Being a Leader can be uncomfortable initially, as it requires ‘stepping into deep waters’, but the payoff of being a great leader is immense.

The intention of this workbook is to find out what you already know about yourself as a new or potential leader, and to identify your strengths and areas for personal development.

The workbook is in PDF form, so you can complete it by typing in the fields, or print it, and write in the boxes. Save it, complete it, print it, return to it – whatever you do with it, make sure you use it to help create change.

Be as specific and explicit as you can in your answers to the following questions. Remember, however deep you decide to go is up to you, but without taking the time to acquire the appropriate information, or without using a structured process, you may end up **not going deeply enough into your true nature and attributes, and therefore not reaching your full potential.**

“Your great skills and technical ability that got you to a leadership role are no longer a success factor.

You will now need a new set of skills and behaviours.”

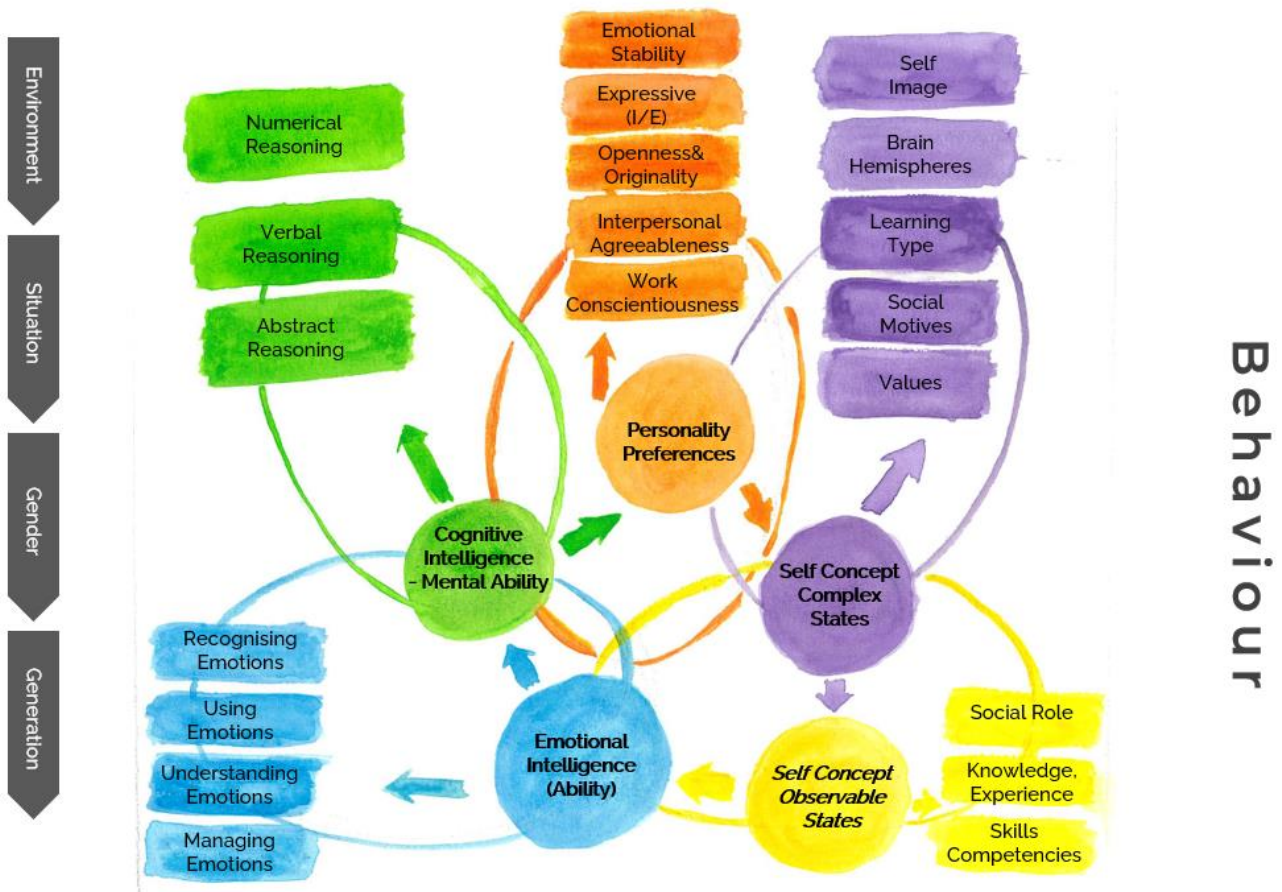
Jim Grant



TO GUIDE YOU

To help you think more deeply about yourself, use the Human Dimensions Model below as a guide. Jim Grant designed this model to help leaders explore five interconnected and overlapping dimensions of human beings.

- Our personality (style, preferences)
- Our 'self-concept' observable states
- Our 'self-concept' complex states
- Our cognitive intelligence
- Our emotional ability



TOP QUESTIONS FOR NEW & ASPIRING LEADERS

QUESTION 1

- What are the three major strengths you identify in yourself? For each of these strengths, please indicate how you know that they are strengths.

Strength	How do I know?
1.	
2.	
3.	

QUESTION 2

- What are the three most significant things you can do to further develop and role-model these strengths? What impact will this have on your performance (what and how?) Please briefly provide evidence of your claims here.

Development action	Impact on my performance
1.	
2.	
3.	

QUESTION 3

- What are the three most significant development needs you can identify for yourself? For each of these development needs, how do you know they are development needs? (What evidence do you have, formal and informal – data, feedback etc.?)

Development need	How do I know?
1.	
2.	
3.	

QUESTION 4

- With whom and how often will you talk about how you are ‘tracking’ as a new or potential leader by seeking advice and counsel, bouncing off issues and so on? Please mark boxes below as appropriate.

Person	Rarely	Not often	Sometimes	Often	Consistently
My Manager					
My peers					
My direct reports					
A professional mentor					
An informal mentor					
A friend					
My partner					
Other (specify)					

QUESTION 5

- What are the three main ways you will check and validate how you are being perceived as a new or aspiring leader and how often will you do this?

Method of checking	Frequency: Weekly? Monthly? Quarterly? Six-monthly? Annually? Spasmodically?
1.	
2.	
3.	

QUESTION 6

- Generally, to what extent do you plan to take specific actions arising from these checks? Please score by marking the appropriate box below.

Rarely	
Not often	
Sometimes	
Often	
Consistently	

QUESTION 7

- Which of the following methods better describes how you will plan action arising from these checks? Please score by marking the appropriate box below.

I will not plan at all	
Planning to be ad hoc – as the need arises	
I will develop a loose plan – a few notes and mental reminders	
I will put into a formal 'to do', e.g. Outlook 'list'	
I will do a detailed action plan – what, when, how	
Other – please specify	

QUESTION 8

- What strategies do you currently use to check in (pulse check) how you are performing?

QUESTION 9

- What are your top two career goals and aspirations?

1.	
2.	

QUESTION 10

- To what extent do you have a plan to achieve those career goals and aspirations? Please score by marking the appropriate box below.

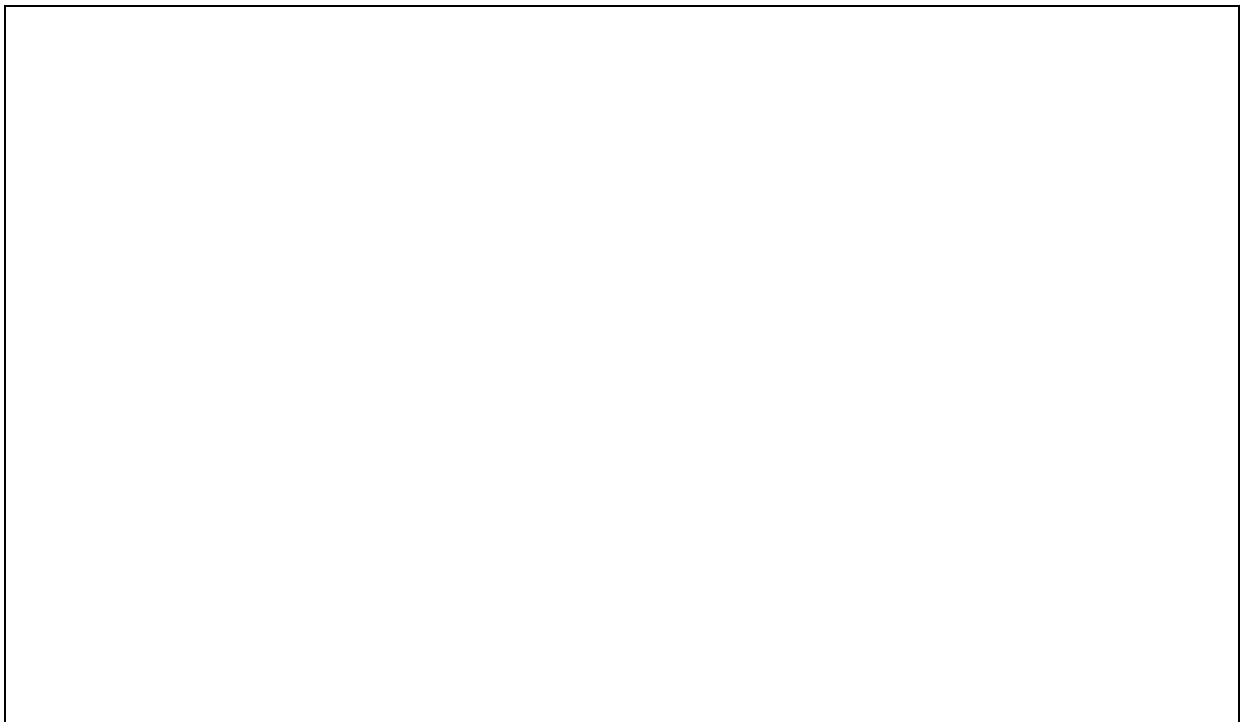
Not at all – I have not got to it yet	
Not at all – I don't plan my career	
Very loose	
A work in progress	
I have a broad plan – not detailed	
I have a solid plan – some level of detail	
I have a detailed step-by-step plan	
Other – please specify	

QUESTION 11

- What is the single most useful thing that your organisation could do to support you becoming a leader? (Who? How? What?)

**QUESTION 12**

- What is the single thing that is most getting in the way (roadblock) of you leading better? (Systems, processes, behaviour?)



QUESTION 13

- What is the single most useful thing you would suggest being done about your roadblock?

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QUESTION 14

- Which of the following leadership development activities have you been involved in to date, including frequency, where: 1 = Not at all, 2 = Not much; 3 = Somewhat; 4 = Quite a lot; 5 = A considerable amount?
- For each development activity, please also indicate whether you have found it: 1 = Of no benefit; 2 = Not particularly beneficial; 3 = Of some benefit; 4 = Beneficial; 5 = Highly beneficial

Activity	Frequency	Benefit
Reading books and articles		
Searching the Net – leadership websites		
Coaching from my manager		
Mentoring from another in the organisation, other than my manager		
An external ‘volunteer’ mentor		
An external ‘professional’ mentor		
Attending other internal programs		
Attending external leadership programs or courses		
Trying new leadership experiences		
Working with a triad or similar referent group		
Other – please specify		

QUESTION 15

- If appropriate, in discussions with your Manager, please rate the extent to which the following are discussed, where: 1 = Not at all; 2 = Only a bit; 3 = Somewhat; 4 = Quite a lot; 5 = Major area of discussion

Discussion area	Extent
Purpose, value and ethics	
Business strategy	
Your performance objectives	
Your leadership behaviour	
The team you lead	
Your career ambitions	
The boss as your leader	
Your development plan	
Your emotional state/needs	
Day to day issues and tasks	

QUESTION 16

- What are the three main things that you do to make sure that you are maintaining balance, health, fitness and work effectiveness? Self-care is important!

1.
2.
3.

NEXT STEPS...

Now that you've identified your strengths and areas for personal development, continue your leadership journey by signing up for our Mastering Excellence in Leadership series.

This online series by Jim Grant will teach you the skills required to lead successfully, with each module addressing a crucial leadership skill used by the world's senior leaders and executives.

Learn more and sign up [HERE](#).

Feel free to give us your feedback on your experience with this Workbook by emailing us at [EMAIL](#). And if you need our help to keep you accountable, you're welcome to submit this Workbook for us to keep on file (treated confidentially).

We look forward to helping you become a great leader!