Leadership Map to Mastery

For each competency (A–G), check the box (1-4) that best fits your situation

	1: The Struggling Leader	2: The Emergent Leader	3: The Established Leader	4: The Master Leader
A: Focus on the work that really suits you	☐ I do too much work that I don't enjoy. It's often pretty boring routine work, too, which just exhausts me. I find myself doing things that, in principle, someone else should be quite capable of doing.	☐ I took some personality tests. As much as possible, I delegate all tasks that don't really suit me.	☐ I have a complete overview of who I am (personality, experience, skills, etc). I use that overview to decide what work I will do for myself yes/no. The vast majority of the time, I do work that fits me seamlessly.	☐ I get tons of energy from my work. I see how much positive impact I have. My work gives me deep satisfaction. I do work that really only I can do.
B: Achieve all your goals with solid strategies	☐ My team works fairly impulsively. We do have wishes and dreams, but we haven't made them very concrete, yet.	☐ Together with my team, I've made our mission and vision crystal clear. We translated them into concrete goals and ambitions, and we agreed on clear boundaries.	☐ We solve problems by first completely mapping out what's going on. Based on that overview, we identify the Central Challenge and then my team develops a solid strategy to fix that challenge.	☐ My team achieves unprecedented results. We manage to solve virtually every problem immediately and appropriately. Our goals become more and more ambitious - we raise the bar higher and higher for ourselves.
C: Build a top team with the best people	☐ I still have far too many fires to put out. Good new employees are hard to find, and too often they create even more problems.	☐ I have a carefully crafted blueprint for my team's future. All roles, responsibilities and authority are defined and aligned. I've started to build a leadership team.	☐ We attract the very best applicants who are eager to work with us. Our selection process runs like clockwork. The leadership team is taking more and more work off my hands.	☐ Our leadership team drives everything. All team members are constantly improving themselves. I am really proud of my team.
D: Delegate all your tasks, projects and processes	☐ I'm busy - and would like to delegate more, but my team does not do the work well enough, so I keep doing a lot of things myself.	☐ I know exactly what type of work I can best delegate to whom. More and more, I'm doing the valuable and fun work, which used to often get left behind. My team is increasingly standardizing tasks, projects and processes.	☐ I have a complete overview of everything I have delegated. The quality of the work delivered by my team has increased significantly. Even the most important tasks I can now delegate with confidence.	☐ My team does all the operational and ongoing management work. Our clients/clients are served bizarrely well and are super satisfied. I myself am mostly involved in visioning, encouraging, thinking along and coaching.
E: Streamline communication with your team and everyone else	☐ All the emails, messages and phone calls take up a lot of my time. Even my own team members frequently interrupt me with questions and problems. Many clients insist on talking to me myself.	☐ After streamlining our communications and meetings, they now take much less time. The entire team has the peace of mind to do focused work well, too.	☐ My people have fortunately stopped "delegating up" and are solving more and more problems independently. Through a couple of dashboards, I have a complete overview of everything that's going on.	☐ I'm barely accessible to my team members, suppliers and customers/clients - and that's fine with them too. My team proactively keeps me informed at times that suit me best.
F: Develop more and more trust in your team	☐ I can't really trust my team. If I'm not on top of it, we too often get complaints from dissatisfied clients/customers. I sometimes get the feeling, that I have to keep chasing around everyone myself.	☐ For each team member, I am clear on exactly how much responsibility I can transfer to him/her. I challenge my team to take more and more responsibilities away from me, without ignoring potential issues.	☐ My team members are proactive about renegotiating if they are in danger of missing a deadline. They resolve any problems they caused themselves — and make sure they won't happen again.	☐ I love how I can really trust my team. Even big and important responsibilities are handled adequately. I really see my people grow in professionalism.
G: Go Away!	☐ When I'm not around myself, everything gets stuck. Sometimes, I feel guilty when I have a day off. Even during parties I keep checking my messages.	☐ I'm becoming less of a control freak. My own role in the team is becoming clearer to me - and to everyone else. I delegate more and more so-called 'management work.'	☐ I know what my ideal work week would look like - and am well underway. My team has all the information (including passwords and such) they need to manage without me. During vacations, I am no longer reachable.	☐ Everything runs as smooth as a machine. I have plenty of time for strategy, interesting projects, family and fun. I plan at least 25 vacation weeks a year.

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