



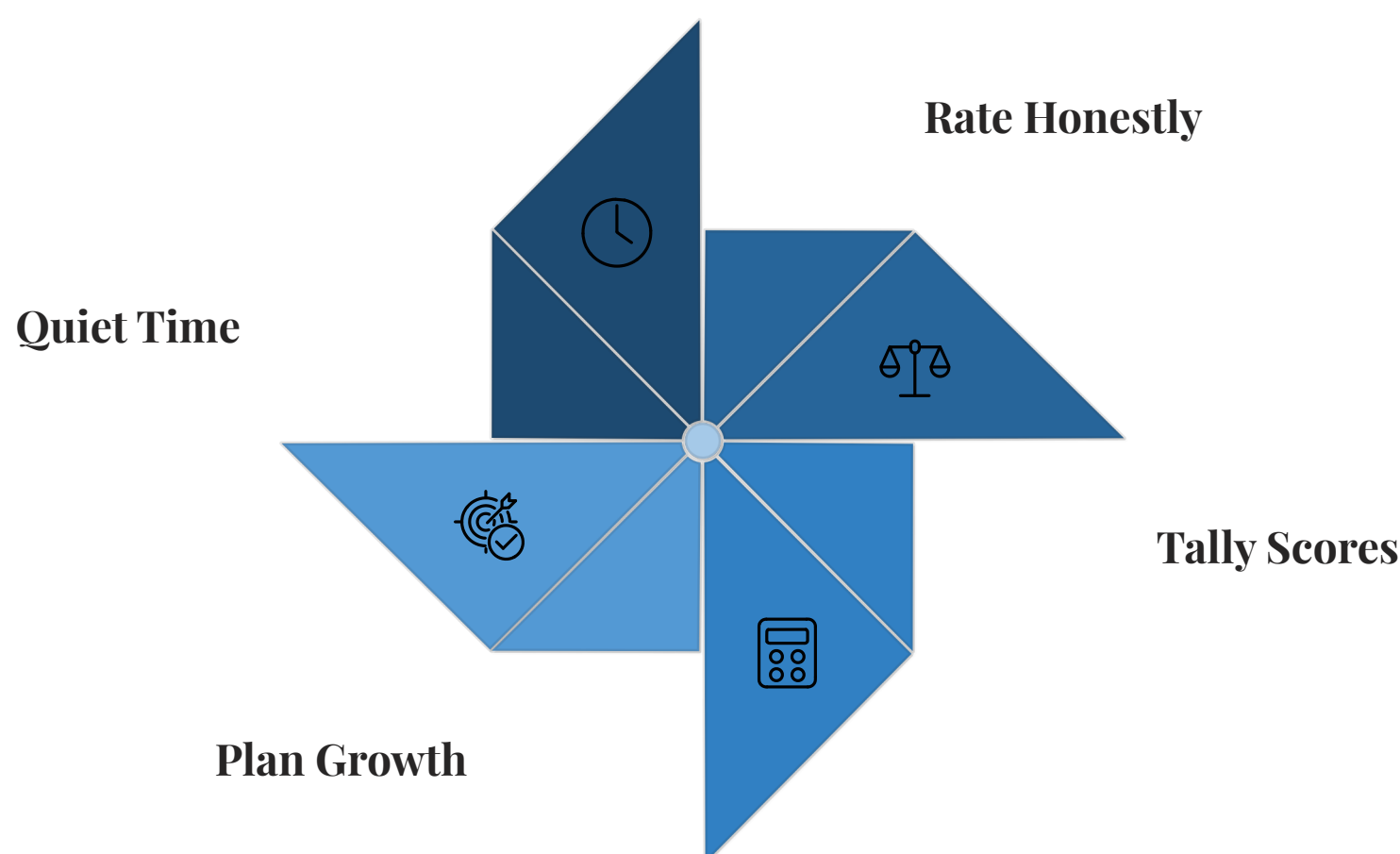
Leadership Effectiveness Scorecard

A practical, self-assessment tool designed for mid- to senior-level professionals who want to measure, reflect on, and sharpen their leadership impact — section by section, behaviour by behaviour.



Getting the Most Out of This Assessment

This scorecard is only as powerful as the honesty you bring to it. Before you begin, set aside 20–30 minutes of uninterrupted time. Read each statement carefully and score yourself based on your *actual* behaviour — not your intentions or aspirations. The goal is an accurate baseline, not a flattering portrait.



Use the following rating scale consistently throughout the scorecard. Be specific and self-critical — vague self-assessments produce vague development plans.

1 — Rarely

This behaviour is largely absent from my leadership practice.

2 — Sometimes

I demonstrate this occasionally but inconsistently.

3 — Often

I show this behaviour in most situations, with some gaps.

4 — Consistently

This is a reliable part of how I lead day to day.

5 — Always

This is deeply embedded — others would confirm it without hesitation.

 **Pro Tip:** For maximum value, ask a trusted colleague, direct report, or manager to score you independently using the same tool. Compare the results. The gaps between self-perception and external perception are often where the most valuable insights live.

DOMAIN 1

Vision & Strategic Clarity

A leader without a clear vision is a manager with a title. This domain assesses how effectively you define direction, connect day-to-day work to a larger purpose, and help your team understand not just *what* they are doing, but *why* it matters. Strategic clarity is the foundation on which team alignment, motivation, and prioritisation rest.

Statement	Score (1–5)	Evidence / Notes
I can articulate a compelling vision for my team that is clear, memorable, and forward-looking.		
I connect individual and team goals directly to the organisation's broader strategy.		
I regularly communicate priorities and help my team understand what to focus on — and what to ignore.		
I make strategic trade-offs confidently, even when information is incomplete.		
I anticipate shifts in the external environment and adjust the team's direction proactively.		

Common Mistakes to Avoid

- Confusing activity with strategy — staying busy without a clear north star
- Communicating the vision once and assuming it has landed
- Setting goals that are disconnected from organisational priorities
- Over-planning and under-communicating — strategy stays in your head

Quick Wins

- Run a 10-minute team check-in asking: "What is our top priority this week and why?"
- Create a one-page strategy summary your team can reference at any time
- Review how you talk about goals — do you explain the *why* behind each one?
- Schedule a quarterly direction-setting conversation with your team

Section Score: ____ / 25

DOMAIN 2

Communication & Influence

How you communicate determines how much of your leadership actually reaches the people around you. This domain evaluates your ability to convey ideas clearly, listen with genuine intent, and influence outcomes through credibility, persuasion, and presence — not just positional authority. Strong communicators build trust faster, resolve conflict more effectively, and create environments where people feel heard and valued.

Statement	Score (1–5)	Evidence / Notes
I communicate clearly and concisely — adapting my style and message to different audiences.		
I listen actively in conversations — I seek to understand before I respond.		
I give and receive feedback openly, regularly, and without defensiveness.		
I influence decisions and stakeholders effectively, even without direct authority.		
I navigate difficult conversations — conflict, underperformance, or disagreement — with composure and directness.		

Real-World Scenario

You need to persuade a senior stakeholder to support a new initiative they are sceptical about. A score of 4–5 means you prepare a clear business case, anticipate objections, and lead with their priorities — not yours.

Watch Out For

Believing you communicated something because you sent an email. True communication is confirmed when the recipient understands and can act on what was shared. Ask for playbacks, not just acknowledgements.

Best Practice

Build a personal feedback ritual — start one-on-ones with: "What is one thing I could do differently as your leader this month?" The leaders who grow fastest are those who ask the most questions about themselves.

Section Score: _____ / 25

Team Development & Delegation

The most scalable thing a leader can do is build other leaders. This domain examines how well you invest in the growth of the people around you, how confidently you delegate meaningful work, and whether you create an environment where talent is developed, stretched, and retained. A leader who hoards decisions and micromanages creates a bottleneck. A leader who develops people creates a multiplier effect across the organisation.

Statement	Score (1–5)	Evidence / Notes
I delegate work based on team members' strengths and development goals — not just availability.		
I hold regular, meaningful one-on-ones that focus on development, not just status updates.		
I actively coach and mentor team members — I ask questions more than I give answers.		
I identify high-potential individuals and create deliberate growth opportunities for them.		
I am comfortable letting go of tasks and trusting my team to deliver, even imperfectly.		

Common Mistakes

- Delegating tasks but retaining all decisions
- Giving stretch assignments without adequate support
- Only developing high performers — neglecting the "solid core"
- Skipping one-on-ones when time is tight
- Confusing activity reports with coaching conversations

The Delegation Framework

Before assigning any task, ask yourself three questions to ensure it is a true delegation — not just a hand-off:

1. **Clarity:** Does this person understand the expected outcome, timeline, and standard?
2. **Capability:** Do they have or can they build the skills needed to succeed?
3. **Authority:** Have I given them the decision-making power required to complete the task?

If the answer to any of these is no, the delegation is incomplete — and micromanagement will follow naturally.

Section Score: _____ / 25

DOMAIN 4

Decision-Making & Accountability

Leaders are ultimately paid to make decisions — especially the ones that are difficult, ambiguous, or unpopular. This domain assesses your ability to gather the right information, decide with appropriate speed, own the outcomes of your choices, and build a culture where accountability flows both ways. Indecisiveness erodes team confidence. Over-cautiousness creates paralysis. Avoiding accountability destroys trust. This domain is often where the gap between good managers and great leaders is most visible.

Statement	Score (1–5)	Evidence / Notes
I make timely decisions — I do not let analysis paralysis slow the team down unnecessarily.		
I take full ownership of both successes and failures — I do not deflect blame downward or upward.		
I create clarity around roles and responsibilities so my team knows who decides what.		
I hold team members accountable to commitments in a fair, consistent, and respectful way.		
I acknowledge my mistakes openly and model the behaviour of learning from failure.		



Decide with Speed

Most decisions can be made with 70–80% of the information you wish you had. Use the "two-way door" test — if it can be reversed, decide fast and course-correct. Save deliberation for truly irreversible choices.



Own the Outcome

Accountability is not about blame — it is about ownership. When something goes wrong, ask: "What was my role in this?" before asking what others could have done differently.



Build Mutual Accountability

Create explicit agreements, not implicit expectations. When assigning work, close with: "What do you need from me to deliver on this?" This establishes shared ownership from the start.

Section Score: ____ / 25

Emotional Intelligence & Resilience

Technical expertise and strategic thinking will take a leader only so far. The behaviours that sustain performance under pressure, build deep trust across teams, and enable leaders to navigate complex human dynamics — these are rooted in emotional intelligence. This domain assesses your self-awareness, empathy, emotional regulation, and the degree to which you model resilience in ways that give your team confidence during uncertainty. In high-stakes environments, emotional intelligence is not a soft skill — it is a competitive advantage.

Statement	Score (1–5)	Evidence / Notes
I am aware of how my moods and reactions affect the people around me — and I actively manage this.		
I demonstrate genuine empathy — I make people feel understood, not just heard.		
I stay calm and composed under pressure — my team does not absorb my stress.		
I recover quickly from setbacks and model a growth mindset in the face of challenges.		
I create psychological safety — my team takes risks, speaks up, and admits mistakes without fear.		

"The single most important quality in a leader is not intelligence or vision — it is emotional self-awareness. Without it, all other leadership skills are undermined." — Daniel Goleman, Author of *Emotional Intelligence*

Self-Awareness Practice

At the end of each week, take five minutes to answer three questions:

1. What emotion was most dominant for me this week as a leader?
2. How did that emotion show up in my interactions with my team?
3. What would I do differently next week?

Signs of Low EQ in Leadership

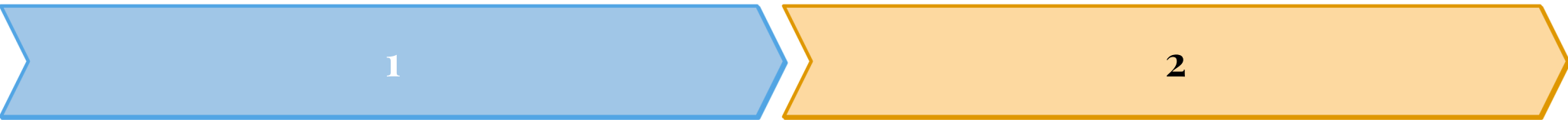
- Team members are reluctant to raise problems
- You are often surprised by how others perceive you
- Frustration frequently leaks into your communication
- You struggle to celebrate wins without caveats
- Difficult conversations get delayed indefinitely

Section Score: _____ / 25

Execution & Results Orientation

Vision without execution is just a wish. This final domain assesses how effectively you translate strategy into action, maintain focus in the face of competing priorities, and drive a consistent culture of follow-through. Leaders who score high here are known for delivering — not just planning. They establish systems, remove obstacles, and set the pace for their teams. They understand that sustainable results come from disciplined execution, not heroic effort.

Statement	Score (1–5)	Evidence / Notes
I translate high-level goals into specific, measurable actions with clear owners and deadlines.		
I track progress against commitments and follow up consistently — nothing falls through the cracks.		
I proactively remove blockers and barriers that prevent my team from delivering.		
I maintain team focus on the highest-value activities — I protect the team's time and attention.		
I celebrate achievements and acknowledge milestones, creating momentum and energy for what's next.		



Set

Define clear outcomes, owners, and timelines for every initiative. Ambiguity is the enemy of execution.

Monitor

Build a simple weekly rhythm — 15-minute check-ins or async updates. Progress visibility prevents surprises.

Unblock

Your primary job in execution mode is removing obstacles. Ask your team: "What is slowing you down right now?"

Celebrate

Recognise wins explicitly and specifically. Teams that feel seen deliver more. Recognition is a performance tool.

Section Score: _____ / 25

SCORING SUMMARY

Your Leadership Effectiveness Summary

Once you have completed all six domains, transfer your section scores below. This summary gives you an at-a-glance view of your overall leadership profile and highlights where to direct your energy for the greatest impact.

Domain	Max Score	Your Score	% Effectiveness
1. Vision & Strategic Clarity	25		
2. Communication & Influence	25		
3. Team Development & Delegation	25		
4. Decision-Making & Accountability	25		
5. Emotional Intelligence & Resilience	25		
6. Execution & Results Orientation	25		
Total	150		

1

120–150 (80–100%)

Exceptional Leader. You are operating at a high level. Focus on sustaining strengths, developing others, and elevating your strategic influence.

2

90–119 (60–79%)

Effective Leader. Solid foundation with clear development areas. Targeted focus on your 2–3 lowest-scoring domains will produce rapid results.

3

60–89 (40–59%)

Developing Leader. Important growth opportunities exist. Consider a structured development plan or coaching engagement to build key capabilities.

4

Below 60 (<40%)

Foundational Stage. Leadership fundamentals need significant attention. Prioritise the basics — communication, accountability, and team trust — before all else.

ACTION PLANNING

From Insight to Action: Your 30-Day Leadership Sprint

A scorecard without an action plan is just a mirror. The real value is in what you do next. Use the section below to identify your top three development priorities and create a concrete, time-bound plan to address them. Limit yourself to three areas — focus beats breadth when it comes to meaningful leadership development.

1

Identify Your Focus Area

Select the domain with the lowest score — or the one with the highest strategic importance given your current role context.

Write it down explicitly: *"My primary development focus for the next 30 days is ____."*

2

Define One Visible Behaviour Change

Choose a single, observable behaviour you will do differently starting this week. Vague intentions do not stick — specific behaviour changes do. Example: "I will end every one-on-one with a coaching question rather than a status update."

3

Create an Accountability Structure

Share your development goal with a peer, manager, or direct report and ask them to give you honest feedback in 30 days. External accountability dramatically increases follow-through. Book the check-in now, before you close this scorecard.

4

Schedule a Re-Assessment

Block 30 minutes in your calendar 60–90 days from now to retake this scorecard. Track your score changes over time. Leadership development is a continuous loop — not a one-time event. Progress compounds.

Development Priority	Specific Behaviour Change	Success Measure (30 Days)
Priority 1:		
Priority 2:		
Priority 3:		