

# ACTIVE Leadership Assessment

---

**Description:** This assessment is a simple diagnostic tool for helping you evaluate your or your team's leadership capability in the context of the ACTIVE leadership model. Below the assessment is a simple explanation of how to tabulate the results and interpret possible conclusions. If possible, have each member of your leadership team complete this assessment for every other member of the team, including you. Once complete, then review and discuss the results within the team, noting discrepancies in the responses and identifying any clear implications for the team or specific members thereof.

**Instructions:** Use the scale below to indicate how each statement applies to each member of the team. Print additional copies of the assessment as required. It is important to evaluate these statements honestly and without over-thinking the answers.

3 = Usually

2 = Sometimes

1 = Rarely

# ACTIVE Leadership Model

**A**

**AIM or PURPOSE:** I am clear about the purpose of our growth strategy and state it in outcomes focused on the customer. This creates meaningful work that challenges and inspires employees. Outcomes are also measurable.

**C**

**COLLABORATE:** I demonstrate collaboration with my leadership team. I promote and model the idea that employees across the organization work together to drive measurable outcomes and make everyone's work visible.

**T**

**TEACH and COACH:** I become a coach, helping direct reports, and the entire organization drive to results. I build capacity to enable self management, reward collaboration, and provide timely and consistent feedback.

**I**

**INFLUENCE:** I advocate purpose across the organization. I give up traditional command and control in favor of a more influential and facilitative approach. I ask questions and tell stories to drive clarity in team dialog.

**V**

**VULNERABILITY:** I lead with humility to foster more openness, more willingness to trust and effectively challenge each other. I have and require complete transparency and integrity.

**E**

**ENROLL:** I enroll employees to clarify intent and impact. I inform, delegate, coach, simplify, and provide context and tools for decision making. I match skills to roles and encourage diversity of background, thinking and expertise.

# ACTIVE Leadership Assessment

**SCORE**  
3 = Usually  
2 = Sometimes  
1 = Rarely

1. My employees collaborate to drive measurable, cross-functional outcomes.
2. I provide timely and consistent feedback.
3. I lead with humility, admitting when I don't know an answer or need help.
4. I use story telling or other techniques to help employees understand our purpose.
5. I collaborate with, not dictate to, my leadership team.
6. My team's purpose is one to which employees can relate to their jobs.
7. I coach my team to reach higher levels of performance.
8. My team's purpose is measurable.
9. I promote collaboration across my organization.
10. I model trust with my leadership team and others.
11. I drive decision making deeper in the organization by providing tools and guidelines.
12. I enroll employees to clarify purpose and define measurable impacts.
13. I solicit input as much or more than advocating for our purpose.
14. My integrity is faultless. I am completely transparent about my actions and behavior.
15. My team's purpose focuses on end-customers.
16. I advocate for our purpose across the organization.
17. I hold my team accountable to coach their teams.
18. I encourage diversity of background, thinking and expertise.

# ACTIVE Leadership Assessment - Scoring

Aim or Purpose			Collaborate			Teach or Coach		
		Score			Score			Score
Statement	6:		Statement	1:		Statement	2:	
Statement	8:		Statement	5:		Statement	7:	
Statement	15:		Statement	9:		Statement	17:	
	Total:			Total:			Total:	

Influence			Vulnerability			Enroll		
		Score			Score			Score
Statement	4:		Statement	3:		Statement	11:	
Statement	13:		Statement	10:		Statement	12:	
Statement	16:		Statement	14:		Statement	18:	
	Total:			Total:			Total:	

Combine your scores for the preceding statements as indicated below.

- A score of 8 or 9 is a probable indication that this dimension of the ACTIVE leadership model is not a problem for the individual assessed.
- A score of 6 or 7 indicates that the dimension may be an issue.
- A score of 3 to 5 is probably an indication that the dimension needs to be addressed.