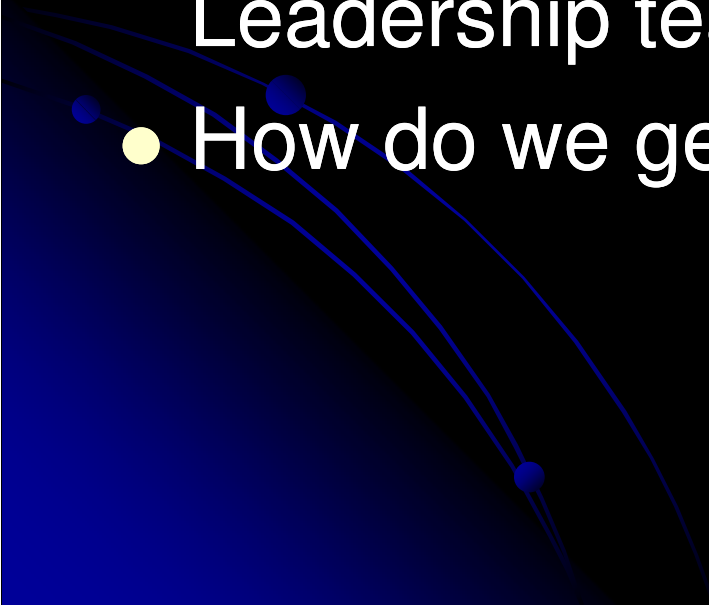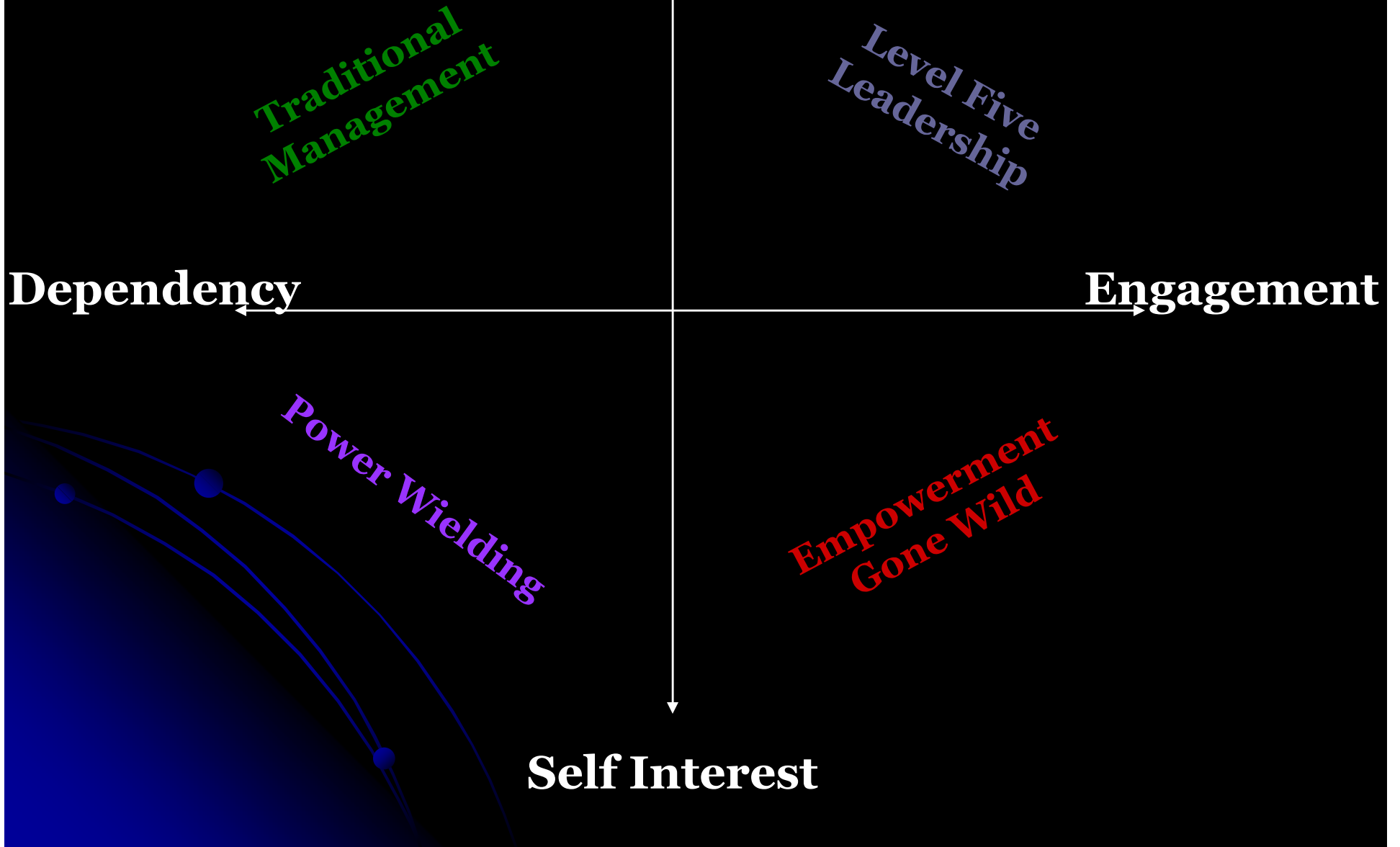# Level Five Leadership - Checklist

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# Beginning Questions

- Do we understand Level Five Leadership?
- Should we become a Level Five Leadership team?
- Do we want to become a Level Five Leadership team?
- How do we get there?

# Organizational
# Focus

**Dependency** ⟵━━━━━━━━━━━━━━━━━⟶ **Engagement**

*Traditional Management*

*Level Five Leadership*

*Power Wielding*

*Empowerment Gone Wild*

# Self Interest

**Common Interest**

*Traditional Management*

- Change initiated by positional leader/manager

- Positional leader is accountable to the larger organization

- Positional leaders keeps everyone informed, motivated

- Positional leaders responsible for "big picture"

- Positional leader responsible for all key decisions

- Tend not to empower others in the organization

**Dependency**

**Engagement**

**Self Interest**

**Common Interest**

**Dependency**

**Engagement**

- **Develops dependency in followers**
- **Selfish use of power and resources for personal goals**
- **Personal goals supercede community interests**
- **Has their own "big picture"**
- **Hoards information**
- **May behave unethically**

*Power Wielding*

**Self Interest**

**Common Interest**

**Dependency**  ←→  **Engagement**

- Resources used for a limited purpose
- Information withheld to maintain freedom
- Narrow, self-interested view of "big picture"
- Empowerment used for narrow agenda
- May drain resources needed by entire organization
- Accountability limited to single purpose

**Self Interest**

*Empowerment Gone Wild*

**Common Interest**

*Emergent Leadership*

- Common organizational vision motivates actions

- Members keep each other engaged, informed

- Anyone may initiate change within organization's values and resources

- Ongoing learning is part of organizational culture

- Status differentiation among members is minimized

- Everyone connects their work to the "big picture"

**Dependency**
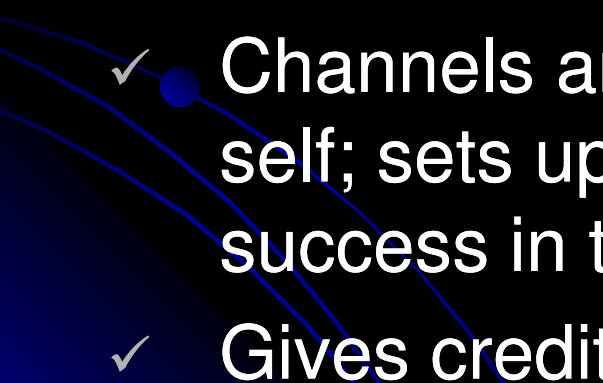
**Engagement**

**Self Interest**
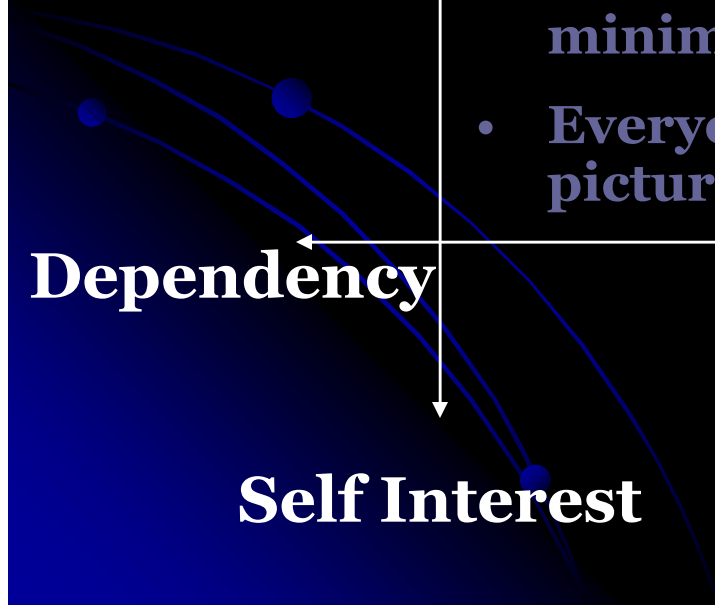
# Check List for Level Five Leadership – Overall Goal

- ✓ The team has "professional will"
  - ✓ To create superb results
  - ✓ Resolve to do whatever needs to be done to produce the best long term results for the organization
  - ✓ Sets standards
  - ✓ Looks inward and takes personal responsibility for poor results

# Check List for Level Five Leadership – Overall Goal

✓ Team members have "personal humility"

    ✓ Demonstrate compelling modesty

    ✓ Acts with quiet, calm determination; relies principally on inspired standards, not charisma, to motivate

    ✓ Channels ambition into the company, not the self; sets up successors for even greater success in the next generation

    ✓ Gives credit where credit is due

# Check List for Level Five Leadership – Organizational Platform

- ✓ Organizational values are articulated, understood, shared, and modeled
- ✓ Organizational purpose, mission and vision is articulated, shared, and understood
- ✓ Leadership team members are committed to creating a thriving organization into the future

# Check List for Level Five Leadership – Organizational Platforms

- Levels of authority are negotiated
- Standards of communication are developed within the team (type of, kind of information, and forms)
- There is a focus on the present *and* the future implications of actions
- Areas / topics that define and "feed the whole" are discussed by the team

# Check List for Level Five Leadership – Personal Behaviors

- Leadership team members are individually competent

- Team members don't take things personally

- Positive conflict is embraced – people are willing to give difficult feedback to each other

- They support the positional leader – they generously offer their skills to support the positional leader

# Check List for Level Five Leadership – Team Competencies

- ✓ Trust is developed and sustained between team members – respectful trust
- ✓ The team has a culture of commitment to the organization
- ✓ The team has a culture of accountability in both their behaviors and their results
- ✓ There is alignment between means and ends (what you do and how you do it)

# Check List for Level Five Leadership – Team Competencies

- ✓ The team has shifted their individual and collective definition of leadership
- ✓ Team members are able to initiate change that is aligned with values, vision, mission, and resources
- ✓ Team members take responsibility to communicate with both the positional leader and team members

# Check List for Level Five Leadership – Team Competencies

✓ Team members are able to build capacity in self and others

✓ Performance appraisals, job descriptions, orientations, and training align with shared leadership check list

✓ The "leadership team" is the primary team and their functional team is secondary

# Check List for Level Five Leadership – Team Competencies

- The team is proactive – not just reactive in the way they work through problems and issues

- The mature team appreciate the unique differences other team members bring to the work – even if it frustrates them