



Conscious Leadership Participant Assessment and Handout

Four Stages of Learning

- Unconscious incompetence* – naïve – don't know what you don't know
- Conscious incompetence* – awake, embarrassed – know what you don't know
- Conscious competence* – effort, think about it – know you know it
- Unconscious competence* – habit, own it – don't know you know it

Suggested Fifth Stage – Mentor

- Conscious competence of unconscious competence* – so good at it you can see yourself doing it, observe yourself doing it, and can adjust it to help others learn it in their own style

Purpose is to move from Stage 1 to Stage 2 → become conscious

General Notes

Q&A

Want in Session 2 or 3

You are leading whether you know it or not!!!

Behaviors

Your skill → their results and joy

“Undercover Boss” - Creative Empathy

What Do You Think They Feel?

Want to be like you?

Want to make you successful?

What is the real story?

- Stop, look and listen
- Open your mind
- Collect information honestly
- Look for patterns

Behaviors You'd Like to See

Values

Beliefs

Feelings

Behaviors

When events come in contact with our values and beliefs we generate feelings.

Healthy Attitudes

YOUR BELIEFS, VALUES, FEELINGS – climb inside your authenticity

What do you believe?

How do they translate into behavior?

Leadership Self - Assessment

Date of Assessment: _____ Name _____

		What you believe	How do you show it?
1.	Are people comfortable coming to me with errors? Problems? Complaints? Why or why not?		
2.	What are your biases around: age, gender, sexual orientation, race, ethnicity?		
3.	Who has unofficial power? Would others describe it the same?		
4.	What is your company vision? Does everyone know it? How is it used?		
5.	How would you define success for your company? How do you think your subordinates would define success?		
6.	Would everyone say you walk the talk you preach?		
7.	Are you seen everywhere at some time? Just when there is a problem?		
8.	Do you stop and interact with people? Joke? Ask questions and really listen?		
9.	Do you think workers can understand complex information with proper training?		
10.	How often are results shared with workers?		
11.	What is the performance review process? Does it include people's own input BEFORE it is written?		
12.	Can they see how the overall org performance impacts them?		
13.	How well do people understand that their personal performance impacts org performance?		
14.	Any standard work? Do you require yourself to be held to standard work, metrics, visual controls, and other best practices the same as they?		
15.	Do people get rewarded for learning more? For sharing		

		What you believe	How do you show it?
	their knowledge?		
16.	How willing are people to take risks?		
17.	Do 'experts' freely share their knowledge and are they recognized for this?		
18.	Do you know what do people like most and least about working here?		
19.	Would most employees say they know what you do and that you know what their real issues are?		
20.	How much time is spent by management on the floor? Doing what? Questions, complaints, etc?		
21.	How do employees communicate ideas or complaints? What is the process for handling them?		
22.	What are most common complaints/grievances?		
23.	Does management want to hear it when there is a problem?		
24.	How good are your listening skills? Same to everyone?		
25.	Is good work praised as often as bad work criticized?		
26.	When a tour is given, what level person usually gives it?		
27.	How would you describe the interaction between shop and office or engineering?		
28.	Pride in area and cleanliness – Customer Ready state?		
29.	Interactions with strangers open?		
30.	Interactions with each other open and respectful at all levels?		
31.	Energy level high and positive?		