LEADERSHIP GROWTH ASSESSMENT
How to Develop Leaders Within Your Team
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How to Develop Leaders Within Your Team

When your business grows, so does the need for additional layers of leadership on your team. That’s why you should be constantly looking for those next leaders. Sure, you can hire them from the outside. And sometimes that’s the best way to go, although it’s not always a given it will work out.

But by far, the best place to find your new leaders is among the people you’ve already employed. They know your culture, your product or service, and everyone they’d be leading. And by working with them every day, you already know their character and how they can contribute to your company. Plus, when you promote from within, it gives your great employees an additional reason to stay.

So how exactly can you select possible future leaders? In this guide, we’re going to share the attributes we look for in potential leaders at Ramsey Solutions. We’re also including tips your employees can use to make sure they are on track to move forward in your company.
THE FOUR ATTRIBUTES OF A GREAT LEADER

1. RAPPORT
   Teddy Roosevelt was right: “People don’t care how much you know until they know how much you care.” Is the possible leader empathetic and able to put themselves in other people’s shoes? Are they always thinking of others, or will they run people over to get a project completed or to get ahead?

   **Characteristics to look for:** Empathy, compassion, relationship builder, highly collaborative, team player, deals with issues in a positive way

2. CREDIBILITY
   Does the team member do what they say they’ll do, or are they full of promises they never quite keep? To be credible, they have to show follow-through.

   **Characteristics to look for:** Loyal, competent, trustworthy, transparent, highly dependable, consistent

3. TRUST
   A leader can’t get people to follow them if they don’t have their trust. The team must believe everything they say and do. Remember, building trust is never a short-term process. It requires consistency and time.

   **Characteristics to look for:** Humble, kind, authentic, consistent, integrity

4. INFLUENCE
   As a leader, it’s not enough to be right. It requires buy-in from other people. The ability to influence others is key. Is the person good at getting their coworkers to participate? Do they know how to appeal to others? Do they take initiative or step up to the plate when others don’t? Do they make a lasting impact?

   **Characteristics to look for:** Grateful, generous, expert in their position, passion, provide value
LEADERSHIP ASSESSMENT TEST

Share the Strengths and Weaknesses test below with each member of your team for them to evaluate themselves on leadership potential. Once finished, schedule time with each employee to go over their results, how you would score their performance, and the ways they can grow.

### RAPPORT
- Makes time in schedule to connect with others
- Respects boundaries of others
- Develops relationships outside of your department
- Offers solutions when problems arise

### CREDIBILITY
- Consistently executes quality work
- Consistently follows through
- Committed to the job
- Values continual growth and self-improvement

### TRUST
- Acknowledges weaknesses and talks about them
- Only focuses on results
- Open to new ideas
- Asks for second opinions

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LEADERSHIP ASSESSMENT TEST

INFLUENCE

Takes initiative

Shares your vision

Instrumental in creating change

Expert in your position

YOUR LEADERSHIP ASSESSMENT SCORE

16–48: Producer
You’re doing your job well, and people are starting to notice. Focus on making sure everything you touch is excellent. Being able to solve problems, especially with other people, will help you grow your relationships and influence.

49–64: Influencer
The biggest differences between producer and influencer are skill level, maturity, self-awareness and experience. You’re working to build your leadership skills. You may not have the title of leader yet, but you are well on your way. Continue to work on being the person who others want in the room when tackling issues or discussing ideas. Make sure you contribute more than just opinions. Solve problems and get things done.

65–80: Leader
You have mastered your skills and are ready for a new challenge. You’re beginning to stretch your leadership muscle, whether with a project or small team. You’re becoming a great candidate for a leadership position. Keep in mind, though, that your leader will need to wait for the perfect position to become available. It’ll also need to be the right time, when he or she believes you’re ready to take it to the next level.
QUICK LEADERSHIP DEVELOPMENT TIPS

1. IT TAKES TIME
When it comes to developing a new leader, planning is everything. How soon does this new leader need to be up and running? Time has to be built in to mentor/teach them, equip them, and gradually empower them to lead within your organization. And don’t forget the finances. A promotion means a bump in pay too, so always keep that in mind.

2. MAKE A PLAN
One great way to begin the leadership hiring process, especially for a current team member you believe can fill the job, is to write out a short-term, 90-day plan on some projects and action steps you’d like to evaluate them on. Find a few smaller tasks they could run point on or lead. Meet with them to go over the goals and your vision for the project and convey how you’d like them to lead.

You can observe how they lead and how they take specific direction and mentoring through this project. Be less worried about the perfect outcome. It’s about the process and journey during the project.

3. LET THEM FAIL
What’s one of the best ways to grow a leader? You have to let the person fail. If that sounds preposterous, then think about one of the most successful business tycoons of all time. Andrew Carnegie once had an employee come to him and admit he made a $200,000 mistake. The worker also informed the steel magnate he was submitting his letter of resignation. So how did Carnegie handle it? There was no way he was letting the man go, telling him, “I’ve just invested $200,000 in your education.”

4. TALK IT UP
When searching for a leader, you need to spend a lot of time with the person. Meet with them, multiple times. Talk through expectations, talk through compensation plans, talk through everything. Don’t forget to meet with their spouses too. If you truly want to know how they lead, meet with their whole family and watch how their kids behave. If they are really permissive and their kids are running around like crazy, screaming at the top of their lungs, you don’t have a leader. You have someone who won’t take charge. If the kids are acting like little robots with no personality, you don’t have a leader. You have a tyrant, and you don’t want that person either.
NEXT STEPS

To help you on your path to becoming a better business leader, check out the resources EntreLeadership has to offer:

ENTRELEADERSHIP PODCAST
Our highly rated EntreLeadership Podcast features interviews with some of the top business and thought leaders across the country. EntreLeadership.com/podcast

UPCOMING EVENTS
EntreLeadership 1-Day: EntreLeadership.com/E1D
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EntreLeadership Master Series: EntreLeadership.com/EMS

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