

Executive Leadership Practices Inventory – Price US\$14 each (12 for US\$145) plus tax & shipping

This is a Competency based Assessment tool that can be used for 360-degree assessment, or self-assessment. Built from over 10 years of ongoing competency research, with input from over 4,000 users in Canada, the US, and foreign organizations, it is specifically focused on those who are at the General Managers, Vice Presidents, Assistant Deputy Ministers, CEO's and other executive leadership levels.

Unlike other Competency Assessments that list a competency and then provide a numeric scoring system based on frequency seen by and/or importance to the rater, this tool describes actual application practices of each competency based on 4 different Frames-of-Reference identified in our research: Personal Practices; Team./Analytic/Options; Organization/Systems/Relationships; and Community/Network/Partnerships. Raters can then visualize instances of practice, and augment with comments.

Each Instrument contains the main instrument, plus a photocopy-able "master" for distribution to multiple raters such as supervisor, peers, and team members/subordinates.

Core Competency	Frame A Practices	Frame B Practices	Frame C Practices	Frame D Practices
27 EXECUTIVE LEADERSHIP Ability to predict, assess and take actions that will ensure the success of business of the organization are maximized during the change process.	In a state of flow change will track the horizon. Know how to spot and handle change in a better fashion. Prepare all and change necessary/appropriate opportunity.	Describe how you will anticipate the various challenges of the change process and how the alignment of approaches/decisions on the horizon can be predicted.	Describe how you will engage in decision about change process. Describe how you will identify, anticipate and manage through change process. How you will prepare you to be in a position to respond to the various opportunities and challenges for the change process as you go forward.	Describe practices for doing within the change process that the organization can change will study for strength. Consider how you will prepare you to be in a position to respond to the various opportunities and challenges for the change process as you go forward.
28 SET POLICY FRAMEWORK Establish sound understanding of employment and contract law to ensure change processes do not get derailed.	Operate with a general sense of what is and is not legal. Be able to get legal counsel if problems arise.	Use objectives and gain action with plans, confidence that everything is possible with some of the most advanced knowledge. Can involve an external and internal change management to ensure that process can be tracked.	In planning change process, carefully assess role and engage counsel (HR, legal) to ensure that strategy and implementation approach is based on sound legal and best practices in that area. Do not overstate or understate the risks of the change process. Be clear on what is and is not legal. Do not overstate or understate the risks of the change process. Be clear on what is and is not legal.	Individuals work together to develop action plans which reflect legal requirements for change process. Engage counsel through the HR/HR process. Engage counsel through the HR/HR process. Engage counsel through the HR/HR process.
29 INTELLECTUAL CAPITAL Ability to attract and retain the best talent to advance the organization.	Forecast who are individuals that have the skills, attitudes and experience that will advance the organization.	Choose a team structure and approach that will attract and retain the best talent to advance the organization.	Design organization policy and practice that will attract and retain the best talent to advance the organization.	Network with clients, industry and various experts to ensure a steady and ongoing flow of talent to advance the organization.
30 DIVERSITY LEVERAGE Ensure diverse people resources are recruited, utilized and applied to maximize benefits of all employees.	Identify the skills required for team effectiveness. Team is diverse, unique, open-minded, and willing to embrace change.	Effort is made to ensure diverse and unique perspectives are included in the organization's decision-making process.	Design processes in the organization that will ensure diverse perspectives are included in the organization's decision-making process.	Diversity is embraced, respected and encouraged, ensuring a positive working environment for all employees.
31 TEAM DEVELOPMENT Ability to develop team members' skills and abilities.	Provide annual assessments to great coaching resources to build skills.	Individuals are encouraged to engage in continuous learning and development.	Individuals are encouraged to engage in continuous learning and development.	Establish team member development plans with involvement of employees and organizational leadership. Provide guidance to ensure that team members are continuously learning and growing.

Analysis I Competency Frame-of-Reference For Executive Leadership Practices

1. Add up the number of ✓ marks from each column in the preceding pages.

Total number of ✓'s from each column: Yellow Orange Green Blue Total count equal to: _____

2. Create bar graphs of your scores for each column below (you may want to add bar graphs of the average score of feedback from others participating in a multi-rater feedback process).

Competency	Frame A	Frame B	Frame C	Frame D
27 EXECUTIVE LEADERSHIP	20	15	10	5
28 SET POLICY FRAMEWORK	15	10	5	0
29 INTELLECTUAL CAPITAL	10	5	0	0
30 DIVERSITY LEVERAGE	5	0	0	0
31 TEAM DEVELOPMENT	0	0	0	0

3. Add up the number of X's in each column in the preceding pages. Circle the highest number.

Total number of X's: Yellow Orange Green Blue The highest score represents the type of leadership style you would like to be practicing in the future.

4. Now, engage your team in a discussion as to how you will close the "gap" or sustain current practices if there is no gap.

Addresses such areas as: Self-Knowledge & Personal Integrity; Systems Thinking, Collaboration & Risk; Sustainable Strategy & Big Picture Processes; Direction Setting & Differentiation; Results Orientation & Impact; Facilitation of Change; People Development, Diversity & IC Leverage; Knowledge, Process and Innovation.

Based on scores from various perspectives, the Executive can then build a plan for how they might adapt/improve various existing practices and processes. These can also be used as a preparatory element for a Program or Coaching initiative facilitated by Banff Executive Leadership.

Call 1-866-626-6002 or email: info@banffexeclead.com to order or for more information.