



## MANAGEMENT/LEADERSHIP WHEEL

"Management is a set of processes that can keep a complicated system of people and technology running smoothly. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances."

From *Leading Change* by John Kotter

Score your sense of satisfaction with the below labeled aspects of your management and leadership performance. Seeing the center of the wheel as 0 and the outer edge as 10, rank your level of satisfaction with each performance area by drawing a straight or curved line to create a new outer edge (10 represents totally satisfied). If one does not apply, replace it with a more appropriate label. This exercise will help you to assess your satisfaction with your ability to:

**Plan and Budget:** establishing detailed steps and timetables for achieving results and then allocating the resources necessary to make it happen.

**Establish Direction:** developing a vision of the future, often the distant future, and strategies for producing the changes needed to achieve that vision.

**Organize and Staff:** establishing a structure for accomplishing plan requirements, staffing that structure with people, delegating authority for carrying out the plan, providing policies and procedures to guide people, and creating methods or systems to monitor implementation.

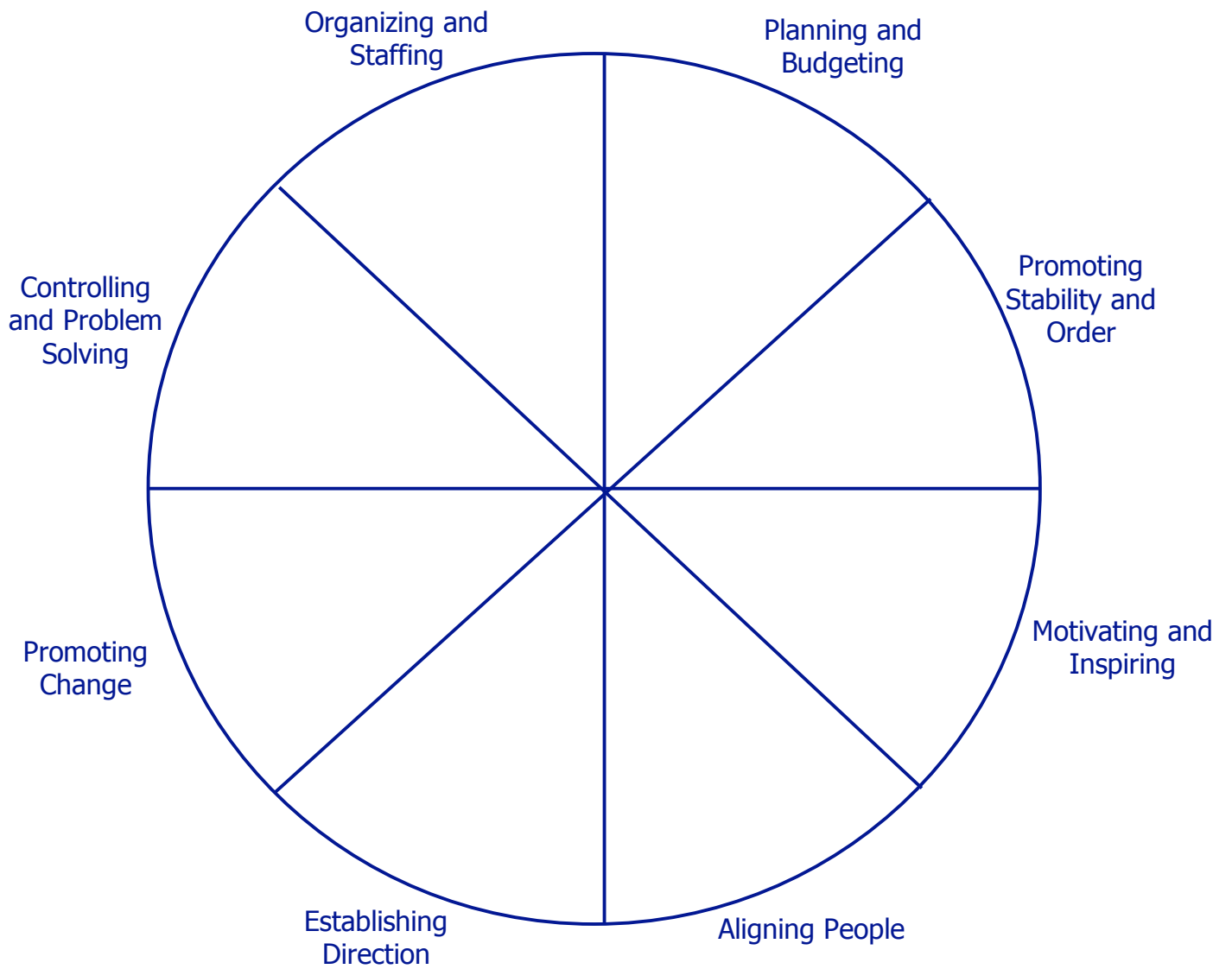
**Align People:** communicating the direction by words and deeds to all those whose cooperation may be needed so as to create a team that understands the vision and strategies and accepts their validity.

**Control and Problem Solve:** monitoring results in detail, identifying deviation from the plan, and then organizing to solve these problems.

**Motivate and Inspire:** energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs.

**Promote Stability and Order:** creating the potential of consistently producing key results.

**Promote Change:** creating the potential of producing useful change (such as desired new products, new processes, new behaviors, new culture).



From *Co-Active Coaching*, by Whitworth, Kimsey-House, and Sandahl.