

# Leadertools

by Bill Hopf

A TOOL KIT FOR EQUIPPING LEADERS OF BUSINESSES  
TO BECOME MORE EFFECTIVE AT THEIR JOB OF LEADING

## **Preface:**

A recent accounting states that there are well over 20,000 books on Leadership. And, I dare say that most of the books have one or more valuable ideas learned from the school of hard knocks! The following pages differ from the above mentioned books because it is simply a manual with instructions, observations, and implementation tools. You will find six tool kits filled with tools that have proven to be helpful for measuring leadership effectiveness, for improving the leadership process, for increasing leadership skills, and most importantly, for creating a positive results oriented culture where trust and commitment become the very important by-products. Everything contained in these tool kits come from many years of practical experience. Each tool has been tested and perfected during a career of leading business organizations, with the last 20+ years coaching more than 150 business owners representing many different industries.

You will learn about the "Trust Wheel" and discover the six tools that form the spokes of the wheel describing those leadership principles that influence trust and commitment within the organization.



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## **Introduction:**

No matter what a leader sets out to do, their success depends both on how and why they do what they do. And, the single most influential ingredient that determines the outcome of what is done is TRUST. If the leadership motives are pure and the people/relationship skills are high, and the right procedures are followed, trust develops and success is the outcome. "Trust" is usually the single best measurement of how leadership is performing. When interpersonal trust is low in an organization, the business suffers drastically and you usually find a self serving leader with insensitive and weak people skills. When trust is strong in an organization all obstacles involving people seem to be easily resolved and the business usually thrives. When trust is an issue, all obstacles are significantly magnified and the best people start thinking seriously about finding a better opportunity.

If you have faced a trust issue, you have probably learned that trust is something that can never be purchased. It is earned and is developed over time by specific and deliberate behaviors and actions. When trust has been torn down, it takes even more effort and multiple actions over a much longer time period to rebuild.

The direction taken in "LEADERTOOLS" is to help the business owner create and retain a high level of trust in his/her organization. There are six tool kits providing the tools

and rationale for recognizing, measuring, and improving six critical elements of leadership performance. These tools will help leaders improve and measure their effectiveness while insuring that levels of trust will become an increasing positive influence. When you trust someone, it means you have faith in their good intentions. It is reciprocal, it works both ways up and down the chain of command. It is what binds loyalty within the organization. For that reason, trust is at the core of the six areas of leadership performance. These six areas of attention create the TRUST WHEEL shown below.



## **The Trust Wheel**

The six spokes in the trust wheel represent the six tool kits which provide the following performance enhancement tools:

### **Tool Kit #1: Choosing to Lead**

Here you will find an Employee Satisfaction Survey, A 360 Degree Leadership Competency Profile, and a Leadership Profile Assessment. These three tools provide a choice for measuring how well leadership is performing.

### **Tool Kit #2: Improving Execution**

This tool kit includes the essential tools for understanding and communicating the planning process which must include the people of the organization in order to achieve engagement to get results. Included is a unique tool called "The Hierarchy of Organization Achievement". If used properly, results will always exceed expectations.

### **Tool Kit #3: Defining Values**

Demonstrated values are key to creating the culture of the organization. This tool kit facilitates your discovery of the most important values to both leaders and the people of the organization. With over 100 value "triggers", these tools help you discover and focus on those core values that are most applicable to your organization.

#### **Tool Kit #4: Hiring Winners**

This kit contains several hiring tools to find the best employees, and includes multiple interviewing techniques including sample questions that should be asked to identify and clarify specific performance behaviors. One of the tools included in this Kit is a useful Position Description format that focuses on expectations and accountability.

#### **Tool Kit #5: Maximizing Performance**

People need to know what is expected of them and how they will be held accountable. Performance measurement tools which include 360 degree Personal Performance Standards for peer evaluation is a very effective tool for self improvement. Another key part of this tool kit is a self appraisal work sheet that is completed by the person being evaluated prior to a performance review.

#### **Tool Kit #6: Doing It Right**

How you do what you do is just as important as doing it! This kit provides sample Rules of Ethics and Codes of Conduct that every performing Group should know and practice. Consistent application of ethical rules of behavior at all levels in an organization is undoubtedly the most critical spoke of the "Trust" wheel. In the business world today additional attention needs to be emphasized in writing to the codes of conduct you expect from all people in the organization. If you don't have written covenants, you need this kit!

The road to failure is often paved with sincere and good intentions. These tool kits must be used in a positive manner. When your intentions are honorable and reflect a

sincere desire to improve your own leadership skills, you will become a strong contributor to a successful outcome and a trusting organization. Please review the sample Leadership/Trust evaluation profile on the next two pages. Give this evaluation form to the people you influence most within your organization and if you receive an average score below 4, you will benefit most by studying and implementing each of the tool kits described on the "Trust Wheel".

## LEADERSHIP/TRUST EVALUATION

A measure of how well the leader inspires, motivates and commands mutual respect and trust in the organization.

DIRECTIONS - Do the following for **each** statement:

PLACE A CIRCLE AROUND A NUMBER TO INDICATE YOUR ESTIMATION OF YOUR MANAGER'S PERFORMANCE LEVEL FOR THAT ITEM.

PLACE A SQUARE AROUND A NUMBER TO INDICATE HOW IMPORTANT YOU THINK THAT ITEM IS, WITH 5 AS MOST IMPORTANT AND 1 AS LEAST IMPORTANT.

**SCALE: 1 - RARELY    2 - SELDOM    3 - OCCASIONALLY    4 - OFTEN    5 - ALWAYS**

LEADER/SUPERVISOR NAME \_\_\_\_\_

1. I can depend on my leader to be truthful and a person of integrity.	1	2	3	4	5
2. My leader provides direction and clearly shares his/her vision about where we are headed.	1	2	3	4	5
3. My leader makes a point of checking with me, even when there is no specific problem.	1	2	3	4	5
4. My leader seeks involvement and help from me on matters relating to my work area.	1	2	3	4	5
5. When working with me on a problem, my leader asks questions that help me get to the heart of the matter, rather than solve the problem himself/herself.	1	2	3	4	5
6. If I make an honest mistake, rather than being critical, my leader helps me learn from it.	1	2	3	4	5
7. My leader keeps me informed about matters that could involve me.	1	2	3	4	5

8. When my leader has concern about my job performance, I can depend on him/her to bring it up <u>privately</u> for me to resolve.	1	2	3	4	5
9. My leader delegates all decisions that should be made by his/her subordinates.	1	2	3	4	5
10. When my leader delegates a task, he/she provides the authority to carry it out along with the responsibility.	1	2	3	4	5
11. I feel that my leader will back me up when necessary.	1	2	3	4	5
12. My leader lets me set my own performance goals; and, once we agree, he/she follows up routinely.	1	2	3	4	5
13. When my leader makes a commitment, I can expect him/her to follow through.	1	2	3	4	5
14. When my leader makes a mistake, he/she readily admits it.	1	2	3	4	5
15. I have a good feeling of how well I am doing.	1	2	3	4	5
16. My leader maintains self control when things go wrong.	1	2	3	4	5
17. I know where my leader stands and I clearly understand what he/she expects of me.	1	2	3	4	5
18. My leader is even tempered and slow to anger.	1	2	3	4	5
19. My leader is consistent and predictable with all his/her communication and actions.	1	2	3	4	5

20. My leader demonstrates a caring attitude towards all employees and treats everyone fairly and equally.	1	2	3	4	5
21. My leader is open and receptive to other peoples' ideas and opinions.	1	2	3	4	5
22. My leader frequently lets us know how well we are doing as a group.	1	2	3	4	5
23. My leader emphasizes, and shows by example the importance of team work throughout the organization.	1	2	3	4	5
24. I feel my leader respects me and allows me to contribute my ideas and suggestions.	1	2	3	4	5
25. My leader has a positive and optimistic outlook on life.	1	2	3	4	5

The most important thing my leader could do to make my job more satisfying is:

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