



Jim's Profit Accelerator 134

Rate Your Leadership

Leadership is best measured by the behavior of the folks you lead. It's not about what you do, what theory you follow, or what you try. Look at your people. They'll tell you how you're doing as a leader, whether you ask or not.

The problem with asking is that the answer may be curated to please you. (*Confession: I think the word "curated" has become swollen and broken through overuse. How about "chosen"?*) If you pause and tune up your receptors, you'll likely spot the curation when it happens—and that tells you something about your person's confidence in themselves and in you. But that's another discussion.

SPEED BUMP: Curation = deception most of the time. Look for its story.

Observing with a framework often does the job better and faster. The framework becomes a window that you look through to organize the answers to be useful to you. You can observe your people's responses to you in person, in writing, and in meetings. Here's a framework you might try, using the brief scale that follows.

Watch your people over a two-week period. For each of the dimensions below, watch for clues that tell you how they experience you.

For example, when observing their experience of your **consistency**:

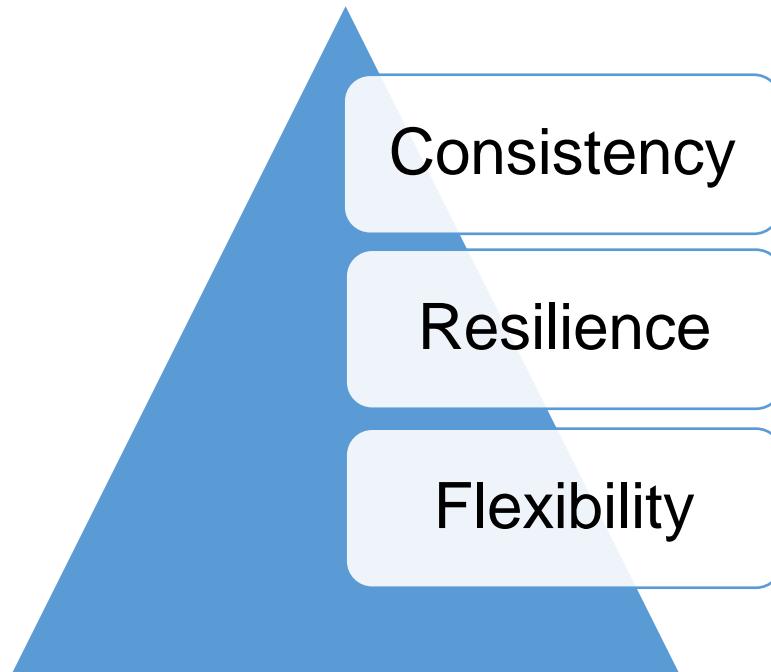
- **Always:** They'll quote your words back to you before you can say them.
- **Sometimes:** Mediocre; not tuned in.
- **Seldom:** Their look or body language says "deer in the headlights" confusion.

Now you're ready to rate your leadership. Using the rating scale below, rate each of these primary leadership dimensions for all your direct reports, if possible, by observing your people's reactions to you.

The CRF Leadership Scale

1. **Consistency:** You are clear and confident about the approach of your organization, and your people can predict your response in most situations.
2. **Resilience:** Your view is that problems will pop up daily. It's a strength to bounce back from a setback, find a response, and implement it, except when ignoring it is the prudent and effective response.
3. **Flexibility:** Unlike resilience, flexibility means changing direction to reach the same objective. The best leaders can see the need to shift surprisingly early, and build

organizational measures and response to provide significant forward vision. In pilot terms, it's IFR before VFR is possible (I = instruments; V = visual).



Your Leadership Rating Scale: 3= Always 2= Sometimes 1= Seldom

SCORING: Score the response of at least three people. Average their scores for each of the three dimensions. Interpret the scores:

Score	Meaning
3	Your people have high confidence in you, and will take in your advice.
2	You need to check for understanding and immediate action to prevent misunderstanding or confusion that blunts initiative and drive.
1	Your people aren't buying where you're trying to take them. Time to pull over, talk, and listen to clear up the fog.

SPEED BUMP: Your people will tell you how you're doing, if you watch closely.

At loudspeaker maker MartinLogan, one of the world's premier brands, sales folks clearly identified a market shift away from large loudspeakers in the home and toward speakers installed in the walls. Because the founder drove innovation, and neither he nor his design team really wanted to build in-wall speakers (lousy quality, tough to install correctly, ugly), they ignored this fundamental market shift. His employees were so loyal to him that they didn't

fight back until almost too late. Happily they recovered to build in-wall speakers in China, but barely in time. Their brand loyalty drained dangerously low among the dealers who determined their sales.

ACCELERANT: Where will you aim your CRF rating?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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