

TRANSFORMATIONAL LEADERSHIP AUDIT & DIAGNOSTIC PERSONAL DEVELOPMENT PLAN

After evaluating yourself on each capability, choose those you want to build more strength in next to deliver on your ambitions and vision—and design a personal development plan to accelerate your growth.

This document is designed to accompany the digital webtool version of the Transformational Leadership Audit & Diagnostic.

**Hello and welcome to Switch On Leadership.
To give you a sense of who we are, and why
we exist, here is a little context.**

At our core, we are a leadership consultancy that evolved out of a breakthrough innovation agency. This means all our work in leadership development and coaching is focused on driving concrete business breakthroughs that forge a radically-better world for all.

In response to growing complexity, uncertainty, and disruption, over the last 20+ years we have developed game-changing solutions to the most intense and important challenges leaders face. The result of our relentless innovation in our space are pioneering transformational leadership, transformational innovation, and systemic change programs that are built upon the latest brain and behavioral science.

The **Transformational Leadership Audit & Diagnostic + Personal Development Plan is designed to support you on your journey of leadership mastery by helping you understand, and evaluate yourself on, 200 capabilities that unlock truly transformational leadership.**

CONTEXT: THE CAPABILITIES OF TRULY TRANSFORMATIONAL LEADERS

By Nick Jankel & Alison McAulay, Co-Founders

The Transformational Leader: Forging The Future

The future has never been so unpredictable and threatening. Which also means there have never been so many opportunities for exponential growth and impact—as long as leaders have what it takes to lead and land adaptations, innovations, and transformations so their organizations stay relevant in the relentlessly and ruthlessly changing world.

A truly transformational leader can confidently and consciously lead their teams and enterprises towards short-term success and a flourishing future—in our times of great turbulence and turmoil. They ensure that their products, processes, and people stay match-fit for the VUCA (volatile, uncertain, complex, and ambiguous) world. They do not just future-proof their business and operating models but ensure all value propositions are also future-forward: they become *more* valuable as the world changes at pace.

A truly transformational leader forges the future; and does not fail it. They take charge of all and any change—whether in their external environment, market, and industry or within the hearts and minds of their customers and employees—and metabolize it into exponential value in the offerings, procedures, and business models that they are responsible for. They can only do this when they have sufficiently

20th Century Management Capabilities

We take it as given that if you are reading this, you have already developed sufficient competency in core management skills, such as: delivering best-practice processes and projects to time, to budget, and to quality; and managing the performance of employees so they deliver consistent improvements towards some form of excellence.

But the management capabilities needed to ‘win’ in the world that is departing are necessary—but not sufficient—to succeed in the world that is arriving. Yet many leaders are unaware of many of the new and emerging capabilities needed to lead and land transformation in teams, value propositions, and business/operating models to stay relevant and successful in the world that is coming.

Such blindspots exist because most management theories and training programs—which still dominate much of the leadership development landscape—arose in the 20th Century, when markets were relatively stable, profits predictable, and customers/consumers reliable in their needs and affinities. To understand, let alone consciously learn and develop, these more challenging capabilities—predominately ‘soft’ skills, though there is absolutely nothing soft about being both emotionally open and courageous with our colleagues, coaching fearful managers to drive

unpredictable innovation in uncertain times (if it is predictable, it isn’t innovation), and sensing the mood of an entire ecosystem before intervening in it—takes a very different understanding of business, change, and human development.

21st Century Leadership Capabilities

In our 21st Century VUCA world, it is no longer enough to manage the incremental growth of existing business models. To do so is to be left behind, at best; and be disrupted out of existence, at worst.

Today’s leaders have to be able to not just manage the existing business efficiently but be able to also lead the way to the future effectively. This means being able to innovate



disruptive ideas; lead cultures and teams to change in significant ways; engage in, and solve, constant crises—from climate change to talent wellbeing/retention; and deliver digital and business transformations not just once, but many times in a typical 3 or 5 years planning cycle.

These activities require an entirely different set of capabilities to be developed. This goes beyond traditional management best-practice.

Leading From Cell to System

Since our early days as a pure disruptive innovation consultancy, we have been tracking the emerging capabilities needed to lead and land value-creating innovations and genuine business and systemic transformations in the VUCA world. Having led over 100 strategic innovation and transformation projects—and spent two decades supporting over 100,000 leaders to develop their skills in transformational leadership—we have unfolded a cohesive and fully integrated curriculum that is driven by science. This framework has evolved, over many years of experiment and responsiveness to emerging client needs, into a comprehensive curriculum for leaders that want to unlock the massive opportunities within change, crisis, complexity, and chaos.

Our framework moves from mastering how to shift the state of our cells (e.g. the neurons firing within as you read this, reflect, and learn) to mastering how to shift the state of the systems that contain our enterprise, customers, suppliers, and more. We start with how we show up as individuals and end with how we impact the world. We begin with personal leadership, the smallest level of influence we have; and complete with leading breakthrough change (if

we choose to), at the greatest level of influence we have. Many years of research into high-performance and excellence has proven that the larger our repertoire of capabilities, and the broader we are as a person, the more likely we are to lead our people, teams, and organizations to success in a rapidly-changing world.

The 100 capabilities in this diagnostic build upon each other, scaffolding into a cohesive understanding of the science of our brains and behaviors. We learn how to transform our own brains and bodies, then those of our customers and colleagues. We progress from our tending to our own resilience and emotional intelligence, to nurturing both the stability and agility of our teams, to driving forward changes in business and operating models into markets that tend to resist them.

Our curriculum and capabilities move across five ‘spirals’ that expand in reach, influence, and impact (you can see the spirals visually on Page 7). Each of the 5 spirals has become a module in the curriculum—and focuses on a distinct form of leadership. Each module is tied to the development of 20 specific leadership capabilities, therefore there are 100 capabilities in total. The capabilities do *not* include the more technical innovation, transformation, strategy, acumen, and systems skills we teach in our dedicated programs on these topics.

This Transformational Leadership Audit & Diagnostic Toolkit

This toolkit has evolved over many years to help you explore each of the 100 capabilities—and to audit your strengths in each. As well as a tool for self-evaluation and self-diagnosis, it is also meant to be a powerful tool for self-awareness—and for cultivating

the humility and curiosity needed to accelerate your evolution as a leader.

Every single one of the 100 capabilities within this toolkit can be developed and improved by conscious choice. It is not meant to be an exhaustive list but a curated selection of capabilities that we know—from hard-won experience on the frontlines of disruption—are valuable for leading change, innovation, and transformation. It is a true labor of love and we are constantly evolving it, as the science, and our experience, both deepen.

Don’t worry if you don’t understand all of the language or what a capability might fully entail. Just becoming more aware of what is possible, of how powerful we can become by choice, is valuable. Although we have attempted to make each capability understandable without theory, some of them are quite nuanced and will make more sense after learning about, and experiencing, them for yourself. If your curiosity is piqued, we invite you to explore any capabilities that seem important to your current role and ambitions before any development program even starts!

Please bear in mind that no leader in the world has mastery of every capability—and nor should they have. This is not about perfection but about constant growth as individuals and leaders—and being able to unlock breakthroughs in our own leadership capacity so we can lead future-proofing and mission-critical adaptation, innovation, and transformation with, and for, others.



Nick Jankel & Alison McAulay

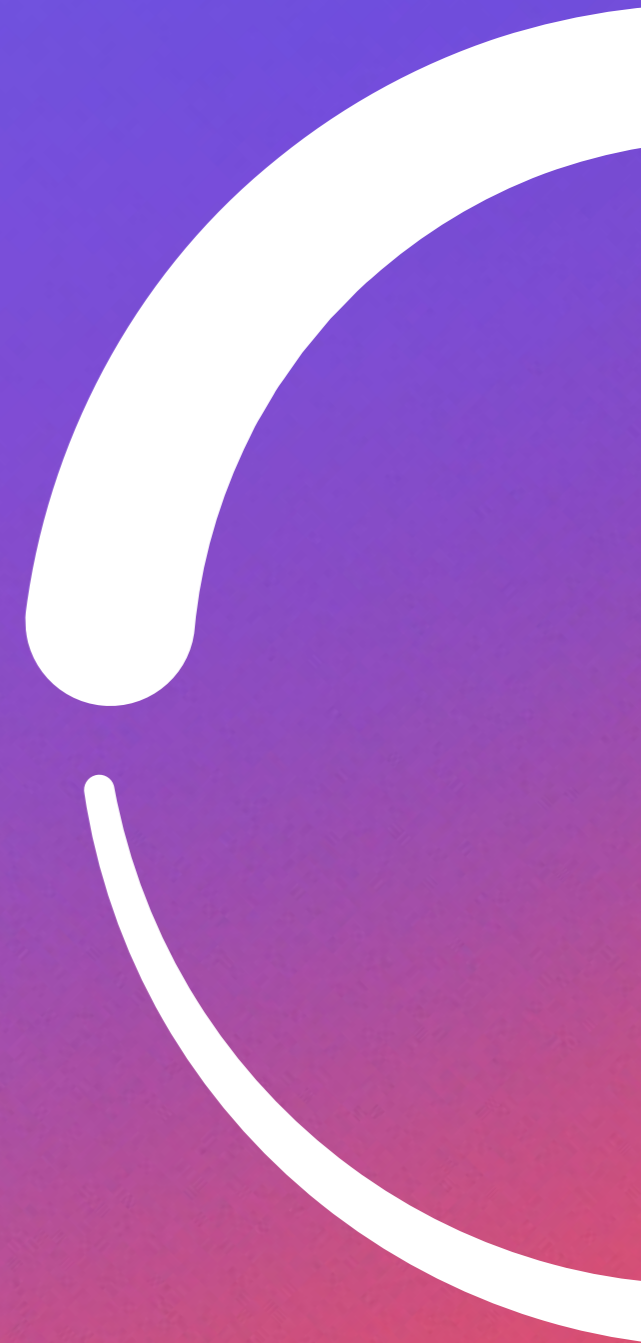
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A Reminder Of The Aims Of This Toolkit

- 1) To provide you with a framework that can help you navigate your development as a leader across four key 'spirals' of transformational leadership—from mastering the 'inner' game of excellence to leading excellence in the 'outer' games of influence and innovation
- 2) To help you understand 200 key capabilities that a transformational leader might want to develop to fulfil their potential to lead and land lasting, significant, and positive change
- 3) To help you explore your levels of mastery of each of these capabilities in a coherent way—and evaluate yourself on each
- 4) To identify specific capabilities you would like support to develop more strength and mastery in from a leadership program—and share them with us to help us design a series of interventions and practices that work for you and your colleagues
- 5) To empower you to take control of your development as a leader so you can unlock breakthroughs in one or more of the capabilities over the coming weeks in a self-managed way
- 6) To provide long-term insights into whether the leadership development activities you are experiencing are making a difference to your mastery of truly transformational leadership

Create Your Own Personal Development Plan

1. Reflect on your responses within the Transformational Leadership Audit & Diagnostic Toolkit.
2. Answer the questions on the next pages as fully as possible to formulate your own practical and focused personal development plan.
3. It can be useful to share your planned activities and deadlines with a colleague—so you can act as Accountability Partners for each other.



1. Looking back over the diagnostic, which one capability would you like to develop over the coming days and weeks *yourself*?

3. What might the benefits be of these changes to yourself?

2. What changes would you like to see in your leadership capacity, style, or activities?

4. What might the benefits be of these changes to your team?

5. What might the benefits be of these changes to your organization?

7. Which 1 or 2 of these are you going to do?

By when?

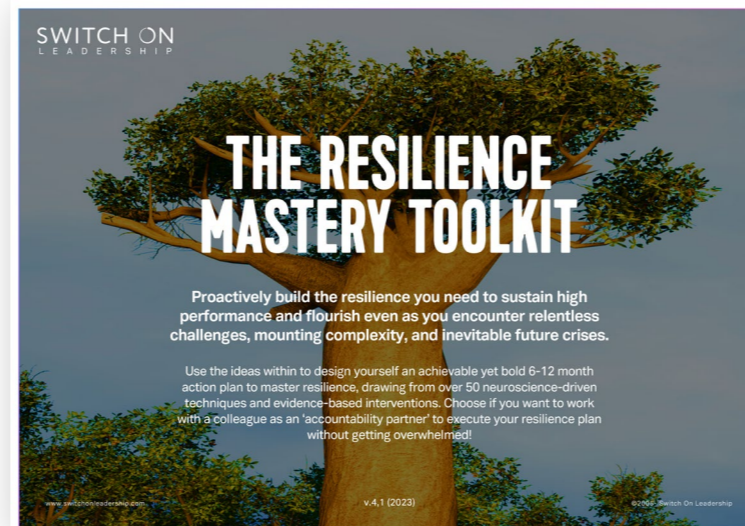
6. What specific activities could you do to enable or accelerate this change? [Brainstorm at least 5].

8. What small task can you achieve by 12am (midnight) tonight that will ensure you get in action on this plan? [E.g. order a book, research a course, etc.]

Other Toolkits In This Leadership Module



Design your destiny as a truly transformational leader. Deep dive into your formative influences, principles, ideas, and ideals as a leader. Identify, prioritize, and update your core values. Envision the impact you want to make in your organization and system. Explore your leadership legacy.



Proactively build the resilience and robustness you need to become, and stay, a truly transformational leader. Design an achievable yet bold 12-month plan that fits your unique situation and ambitions—drawing from 50+ science-based ways to build resilience across your entire mind and body.



Scale and spread great leadership coaching—without the usual costs, limitations, and headaches. Leaders work together, at their own pace, and in their own space. Can be used live or virtually. Contains 6 sessions of conscious leadership and personal mastery coaching to achieve ambitious goals and break through limitations with a high-motivation goal-achievement system and an accountability partner.

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