CHANGE LEADER SELF-ASSESSMENT

This self-assessment can help you assess your own skills or you can provide it to various change leaders in your organization to help them better manage their own career. One of the great ways you can use the continuum is to identify people in the expert category for the various skills and put them in the continuum as resources people can look to as mentors and resources for learning. The second page of the assessment is left blank with only suggested skills so that organization-specific skills can be added to customize the assessment for your organization.

If the majority of the people in your organization are still developing their expertise in organizational change, EVOLVE can help. We offer implementation coaching for large change initiatives that help ensure a successful change initiative while simultaneously coaching your internal change teams to build their capability in the best way to learn skills like change - learning by doing.

Reach out to Mary directly at mary@evolveYourPerformance.com if you would like to discuss how EVOLVE can help your change effort be more successful.

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Element	Beginner	Advanced Beginner	Intermediate	Advanced	Expert	How to Move Along the Continuum
Taking a firm position	I'm still learning and am not really comfortable taking a firm position yet	I'm always learning, but I am comfortable making a clear recommendation once I have done my research	I have enough experience that I can apply to different new experiences to be able to make recommendations and warn of potential unintended consequences but I'm not yet comfortable sharing my recommendations without being asked	I can apply my varied experiences to different situations to be able to make real time recommendations and warn of potential unintended consequences and I'll interject my thoughts into leadership discussions as needed	I intuitively understand the implications of various leadership decisions and am willing to take a firm position and passionately defend it with leadership (but, I will tow the line once a final decision is made, even if it's "wrong")	Over the years, I've realized that sometimes leadership just wants to be told what to do, especially if they trust you and know you have the organizational context to steer them in the right direction. When dealing with a leadership team, building up your experience, your reputation for being right, and your confidence are all important. It is politically risky to tell leadership they're making a mistake. You want to build up your reputation and the relationships to be able to do that without seeming arrogant or rude. It is also important to know that, once the decision is made, you need to fall in line and try your best to help it succeed, even if they didn't follow your advice.
Org Context	I understand the how and why of what my immediate team is doing, but I have no visibility or understanding as to how it fits into the larger organizational goals	The goals and mission of my team and how it serves and aligns with the larger organizational goals are clear to me	I participate on cross-functional teams and part of my value is seeing connections where others don't.	I have built relationships across the organization in all functional areas and am regularly consulted by colleagues for advice or to participate on projects	I know where all of the bodies are buried and can see connections that others miss. I am routinely consulted by leadership because of my understanding of all the parts	Some of this is simply time in the organization and building cross-functional relationships. If you are a beginner, it is important to understand how your work aligns to the larger organization (use the worksheet). To move from Advanced beginner, it will take time and you conscientiously participating on cross functional teams and building strategic relationships throughout the organization, always providing value
Problem solving	I am fairly comfortable solving my own problems - eventually - but have not really sought out the opportunity to help others solve their problems	My immediate supervisor and teammates look to me to ask the hard questions and help solve problems when they are stuck. I am comfortable in my ability to ask powerful questions, even if I'm not an expert on the specific topic.	I regularly help people throughout the organization solve problems at the front-line level - it is a key way I am working to develop org context and my internal relationships throughout the organization. People are starting to seek me out more and more for my help.	I am sought out by front-line staff, project leads, and leadership to contribute to the problem-solving efforts across the organization. I also work with leaders on problem-finding during strategic planning or innovation efforts.	I regularly work with leadership to help find and solve problems across the organization and facilitate problem-finding and problem-solving amongst the leadership team	This is a foundational way of thinking. If you constantly "lean in" on seeking out and solving problems, not by taking over or hogging the limelight, but by asking questions and collaborating with the "problem owner," you will find that people start to seek you out for this. I rarely bought my own cup of tea at the office - people were always asking to grab a quick cup of coffee to "run something by me". The progression is natural and almost automatic, as long as you approach problem-solving with humility and the goal of adding value and recognize that asking for help is not always easy. I never wanted credit and encouraged folks to own my advice or their revelation as their own. Helping people look good in front of leadership is a sure way to make an impression and add value.

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Completeness of your org "black book"	I have not yet been able to establish contacts across the organization and I use the channels from the established processes to get things accomplished	I have a group of peers from across the organization and we rely on each other as a resource to help where processes or next steps are unclear	I have selected contacts in the offices I deal with most that allow me to gain efficiencies for the most important processes	I have become known as a trouble shooter and I help people navigate the red tape and increase efficiency by navigating red tape while still following the set processes	My name is recognized throughout the organization and I have relationships with people across the organization so that I can expertly navigate any typical red tape to get things accomplished. Even people who typically are hard to reach answer my call.	As you add value at all levels and work your way up the organizational chain, you will quickly and easily compile a group of people within the organization that will be happy to be able to return the favor and can help you bypass some of the bureaucracy within the organization and get results faster and more reliably than anyone else. This is a great asset you will bring to any project within the organization and should be nurtured regularly to grow this resource, no matter how high up in the organization you get.
Trust of leadership	My immediate supervisor has a "trust but verify" mentality with me, but the trust level is growing as I get more experience	My immediate supervisor trusts me completely and asks me to externally brief other teams and leadership, so I am beginning to create a reputation for myself outside of my team	I am a trusted advisor in my area of expertise at the operational level. People from within and outside my immediate team seek me out for my advice	I am sought out for high-visibility, cross-functional teams to provide my area of expertise. I brief leadership on recommendations in my area of expertise	I participate in executive and leadership meetings as an advisor in my expertise, even if I am not officially at the same pay grade	While time and achieving results consistently are key for building trust, you can also do things that will help. Start with your immediate supervisor. Your actions should never catch your supervisor off guard (especially when you make a mistake) and you should always strive to make your supervisor look good. Volunteering for cross-functional teams, approaching every assignment with gratitude and a growth mindset, and striving to add value in every interaction are also good tactics. Building trust isn't about never being wrong or knowing everything... Even as an expert, you don't need to know everything; you just need to have confidence, ask powerful questions, and follow through if you promise to research and loop back
Recognized in org by workforce/ Professional brand	My only recognition is that I have a job title that hints at my role in the organization	I am clear on what I want my professional brand to be, I have an elevator pitch/ personal vision statement that defines my brand, and I am clear on how to do my job so that it bolsters my brand	I am a trusted advisor in my area of expertise at the operational level. People from within and outside my immediate team seek me out for my advice	I am sought out for high-visibility, cross-functional teams to provide my area of expertise. I brief leadership on recommendations in my area of expertise	I am sought out across the workforce to provide my expertise on all organizational initiatives that require it. I routinely provide input into the creation of organizational strategy and initiatives	The first step is to define what you want your professional brand to be (use the worksheet). Once you are clear on what your professional brand is, you can help others understand it and you can align the work you do to that brand. You don't want anyone to have to guess - if your professional brand is about "the people side of change", anytime someone thinks about an upcoming change, you want them to think they need you because you're the expert in "the people side of change". Once you get clear, then it is about expanding your reach and adding value to every interaction you have, through the lens of your brand (you don't want to be known for knowing everything about the iPhone if your brand is "the people side of change" but you can help people help themselves with their iPhone, showing that you can help mold and change behavior and support organizational learning

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Change Management					
Org behavior					
Skill: Facilitation					
Skill: Project management					
Skill: Communications					
Skill: Stakeholder management					