



LEADERSHIP ASSESSMENT TOOLS

MATC/WATC Leadership Teams

In order to encourage personal growth among the leadership teams we are asking each team before the actual weekend to do a personal assessment with each other.

Organize the assessment to take place as a team some time before the weekend. Preferably, it should take place before the first pre-weekend staff meeting, but no later than the Color Team Zoom call. .

Time to allot: Approximately 35-45 minutes. This could be scheduled to take place prior to a staff meeting or a time agreed upon by the team. It should take place in person if at all possible. If so, be sure to leave enough time for you to prepare for the staff meeting and be adequately organized for the staff meeting.

In the following pages are three ideas/handouts that you can use for this assessment. Pick one and pass it out to the team so that they can prepare ahead of time (at least a few days prior to the meeting).

This should be a time of:

- Self-Reflection
- Building awareness of strengths and weaknesses
- Encouraging one another
- Challenging one another

Pay attention to this last one. If we only speak “blessing and encouragement” we are selling each other short. It is important as leaders to take one another to the “edge.” That is where transformation is. This means that giving opportunity for input and feedback which is more challenging is a valuable goal for this assessment time. Model for the team by being prepared to challenge leaders on the team to look at specific areas of growth that you have identified in your encounters with them. Call on the other leaders to do the same.

There are THREE options for this Leadership Assessment. Choose ONE of these assessment tools to use with the Leadership Team.

1. Assessing Leadership Maturity Through Looking At Our False Selves And True Selves
2. Assessing Leadership Maturity Using The Four Quadrants
3. Assessing Leadership Maturity By Using The Statement: “You Know You’re A Leader When....”

ASSESSING LEADERSHIP MATURITY LOOKING AT OUR FALSE SELVES AND TRUE SELVES

- 1) Reflect on your top two false selves which you believe will impact how you lead the staff and on the weekend.
- 2) Reflect on how your true self will show up as a leader.

At the Assessment Meeting:

- 1) When you gather as a team for the assessment, be prepared to share with the group your assessment of your false selves. Give them specific examples. (The group can do this one at a time in any order.)

Tell the group how they can support you when you become aware of your false selves as they show up as you lead.

(The group can ask questions for clarification as needed.)

- 2) Once everyone has shared #1 above, one person volunteers to go first and shares about their reflections on how their true self will show up as a leader.

(Do this one at a time in any order.)

After each person shares their assessment, give the group an opportunity to affirm and challenge the person who just shared.

Challenging may entail another leader acknowledging that they have seen what the person identified (as an area to grow in) and/or it may mean that they might want to challenge the person with an observation of how other false selves could also be looked at in his/her life as an opportunity for growth.

BE CAREFUL TO NOT ALWAYS GRAVITATE TO POSITIVE AFFIRMATION AND BLESSING, BUT ALSO MOVE TO THE EDGE AND BRING CHALLENGE TO EACH OTHER'S LIVES.

ASSESSING LEADERSHIP MATURITY USING THE FOUR QUADRANTS

- 1) Peruse the attached four quadrants handout and identify the two quadrants that you feel you identify with most strongly. (This does not necessarily mean that you are mature in these quadrants, but rather it is the quadrants that you function out of most often.)
- 2) Reflect on how you're showing up in these two quadrants (for better and for worse) will show up in your leadership style as you serve on the leadership team and on the weekend.
- 3) As you have identified the two "weaker" quadrants in your life, consider how being less strong in these two quadrants might show up in your leadership style.
- 4) Identify ONE stretch in each category (the two strongest and the two weakest) that you might want to employ as you function as a leader.

Example: A person who is largely functioning in the SAGE quadrant might identify that they will be in their head a lot and may not connect to their heart during Rock Work or during a speaking role. A stretch for this could be that they will check in with someone during the weekend around the state of their heart and intentionally be open to connecting to feeling when doing his/her roles on the weekend.

After each person shares their assessment give the group an opportunity to affirm and challenge the person who just shared.

Challenging may entail another leader acknowledging that they have seen what the person identified (as an area to grow in) or it may mean that they might want to challenge the person with an observation of how one of the other quadrants could also be looked at in his/her life as an opportunity for growth.

BE CAREFUL TO NOT ALWAYS GRAVITATE TO POSITIVE AFFIRMATION AND BLESSING, BUT ALSO MOVE TO THE EDGE AND BRING CHALLENGE TO EACH OTHERS' LIVES.

Weekend Leader and entire Team:

Identify the make-up of the team as it pertains to the quadrants.

- 1) What quadrants are predominant in the group? For example: Do you have a majority of the leaders who are Sages? If so, discuss what the implications are for the team and for the weekend. Identify what strategies you might need to employ to gain more balance.
- 2) What quadrants are lacking the most? For example: If there is a lack of the Warrior Quadrant how will this impact the team and the weekend? What needs to happen within the team to work on this weaker quadrant? How can you support one another to do so?
- 3) Is the leadership team balanced with a variety of quadrants being represented by the leaders? Identify what the answer means for the team and for the weekend and be intentional about moving the team toward an effective balance throughout the weekend.

HEART – Feeling/Connector/ “Lover”

When we talk about our heart, we are primarily talking about our emotions. In the Scriptures, the “heart” is more than that. It is very close to what we call the “soul.” It is our center, created in God’s image. It is the center of our will. It is where we experience connection with God and others.

The heart is represented by the *Lover* and is the part of us that **feels** and **connects** to others. This is the first of the quadrants to develop as it starts with the bond between an infant and parents. The gateway emotion for the Lover is sadness, as sadness leads to compassion and connection.

Deflated	Mature	Inflated
<input type="checkbox"/> Stoic <input type="checkbox"/> Rigid <input type="checkbox"/> Indifferent <input type="checkbox"/> Unmoved <input type="checkbox"/> Wooden <input type="checkbox"/> Numb <input type="checkbox"/> Depressed <input type="checkbox"/> Dry <input type="checkbox"/> Prudish <input type="checkbox"/> Frigid <input type="checkbox"/> Inflexible <input type="checkbox"/> Unloving <input type="checkbox"/> Withdrawn <input type="checkbox"/> Cold <input type="checkbox"/> Stuck <input type="checkbox"/> Impotent <input type="checkbox"/> Resistant to feeling the suffering of self/others <input type="checkbox"/> Careless <input type="checkbox"/> Apathy <input type="checkbox"/> Bored <input type="checkbox"/> Doesn't express feelings <input type="checkbox"/> Detached from feelings (“I don't feel anything”)	<input type="checkbox"/> Expressive <input type="checkbox"/> Emotional and Feeling <input type="checkbox"/> Sensual <input type="checkbox"/> Joyous <input type="checkbox"/> Connected to self and with others <input type="checkbox"/> Artistic and Creative <input type="checkbox"/> Nurturing <input type="checkbox"/> Intimate <input type="checkbox"/> Romantic <input type="checkbox"/> Creative <input type="checkbox"/> Listener to external as well as with “the ears of the heart” <input type="checkbox"/> Forgiving <input type="checkbox"/> Playful <input type="checkbox"/> Compassionate <input type="checkbox"/> Appreciates beauty, music, art <input type="checkbox"/> Spontaneous <input type="checkbox"/> Sympathetic <input type="checkbox"/> Honoring of all emotions (fear, sadness, anger, joy) as essential human qualities in self and others <input type="checkbox"/> Empathic <input type="checkbox"/> Aware of the body as a trustworthy ally <input type="checkbox"/> Knowing ecstasy and sexual pleasure	<input type="checkbox"/> Clinging <input type="checkbox"/> Hysterical <input type="checkbox"/> Flooded with feelings/emotions <input type="checkbox"/> Compulsive <input type="checkbox"/> Addictive; “-aholic” <input type="checkbox"/> Seductive <input type="checkbox"/> Manipulative <input type="checkbox"/> Co-dependent <input type="checkbox"/> Jealous <input type="checkbox"/> Childish <input type="checkbox"/> Caretaker <input type="checkbox"/> Insatiable <input type="checkbox"/> Exploiter <input type="checkbox"/> Sex Obsessed: Porn, <input type="checkbox"/> Promiscuous

SOUL – Sovereign

The soul is represented by what we call the Sovereign and is the part of us that **establishes order** and **gives blessing**. The Sovereign is rooted in the Image of Christ within each of us. The gateway emotion to the sovereign is joy.

The question that the sovereign asks is, “What needs to happen in order for (me, others) to thrive?”

Deflated	Mature	Inflated
<input type="checkbox"/> Shy <input type="checkbox"/> Deferential <input type="checkbox"/> Apologetic <input type="checkbox"/> Hiding <input type="checkbox"/> Unimportant <input type="checkbox"/> Lamé <input type="checkbox"/> Inauthentic <input type="checkbox"/> Irresponsible <input type="checkbox"/> Immature <input type="checkbox"/> Needy <input type="checkbox"/> Not good enough <input type="checkbox"/> Inferior <input type="checkbox"/> Hopeless <input type="checkbox"/> Worthless <input type="checkbox"/> Insecure <input type="checkbox"/> Lacks clarity of purpose <input type="checkbox"/> Unsure of rank or lineage <input type="checkbox"/> Passive <input type="checkbox"/> Unable to lead	<input type="checkbox"/> Defines purpose and meaning, visioning <input type="checkbox"/> Knows wants and desires at a deep level and asks for them <input type="checkbox"/> Inspires and motivates others <input type="checkbox"/> Willing and able to lead <input type="checkbox"/> Gives and receives blessings <input type="checkbox"/> Values and prioritizes <input type="checkbox"/> Makes choices that serve the greater good <input type="checkbox"/> Celebrates all of life <input type="checkbox"/> Feels worthy <input type="checkbox"/> Takes authority based on values - connected to soul purpose <input type="checkbox"/> Understands the importance of rank and lineage <input type="checkbox"/> Is connected to the big picture <input type="checkbox"/> Creates order <input type="checkbox"/> Servant leadership	<input type="checkbox"/> Tyrannical <input type="checkbox"/> Dominating <input type="checkbox"/> A show off <input type="checkbox"/> Possessive <input type="checkbox"/> Egocentric <input type="checkbox"/> Arrogant <input type="checkbox"/> Unfair <input type="checkbox"/> Betraying <input type="checkbox"/> Overbearing <input type="checkbox"/> Pompous <input type="checkbox"/> Selfish <input type="checkbox"/> Inflated <input type="checkbox"/> Overly heroic <input type="checkbox"/> Self-righteous <input type="checkbox"/> Narcissistic <input type="checkbox"/> Incapable of giving and receiving support <input type="checkbox"/> Overly controlling <input type="checkbox"/> Harsh authority

MIND – Thinker/Head/Advisor/ "Sage"

This is the part of us that **utilizes wisdom** and **perceives, thinks and judges**. The Sage helps to inform the decisions of the Sovereign. This is the part of us that is willing and intentional about finding, investigating, strategizing, analyzing and playing in all kinds of knowledge. The gateway emotion of the Sage is Fear.

Deflated	Mature	Inflated
<ul style="list-style-type: none"> <input type="checkbox"/> Stupid <input type="checkbox"/> Idiotic <input type="checkbox"/> Fearful <input type="checkbox"/> Foolish <input type="checkbox"/> Geeky <input type="checkbox"/> Ignorant <input type="checkbox"/> Going Dumb/Dense ("I don't know") <input type="checkbox"/> Fragmenting <input type="checkbox"/> Being confused <input type="checkbox"/> Out of touch with reality to extremes <input type="checkbox"/> Claiming ignorance <input type="checkbox"/> Refuses to guide 	<ul style="list-style-type: none"> <input type="checkbox"/> Thinking and reasoning things through <input type="checkbox"/> Questioning and making critical judgments as well as intuiting and making metaphorical leaps <input type="checkbox"/> Determining that additional information is necessary <input type="checkbox"/> Generating options and alternatives <input type="checkbox"/> Using analysis and logic as well as creative imagination/intuition <input type="checkbox"/> Recognizing cycles and patterns <input type="checkbox"/> Assessing risk <input type="checkbox"/> Strategizes <input type="checkbox"/> Perceives <input type="checkbox"/> Evaluating <input type="checkbox"/> Judges <input type="checkbox"/> Guides <input type="checkbox"/> Seeks Wisdom and Sacred Knowledge <input type="checkbox"/> Thinker <input type="checkbox"/> Dreamer <input type="checkbox"/> Teacher 	<ul style="list-style-type: none"> <input type="checkbox"/> Sneaky <input type="checkbox"/> Calculating <input type="checkbox"/> Phony <input type="checkbox"/> Lying <input type="checkbox"/> Secretive <input type="checkbox"/> Predatory <input type="checkbox"/> Hurtfully manipulative <input type="checkbox"/> Overly critical and judgmental <input type="checkbox"/> Cheating <input type="checkbox"/> Stealing <input type="checkbox"/> Being aloof <input type="checkbox"/> And/or taking very arrogant fundamentalist or idealistic positions <input type="checkbox"/> Engaging in black and white thinking <input type="checkbox"/> Controlling <input type="checkbox"/> False teachings <input type="checkbox"/> Uses humor as a weapon <input type="checkbox"/> Sarcasm <input type="checkbox"/> Intellectualizing <input type="checkbox"/> Vengeful

STRENGTH – Protector/Servant/ “Warrior

Our strength is represented by the *Warrior*. This is the part of us that **takes action, sets and protects boundaries**. The Warrior recognizes rank and authority, and will act in line with that hierarchy. It is the warrior who often carries out the plan of the Sovereign. The gateway emotion of the Warrior is anger.

Deflated	Mature	Inflated
<ul style="list-style-type: none"> <input type="checkbox"/> Wimpy <input type="checkbox"/> Cowardly <input type="checkbox"/> Victimized <input type="checkbox"/> Blaming <input type="checkbox"/> Sarcastic <input type="checkbox"/> Passive-aggressive <input type="checkbox"/> Masochistic <input type="checkbox"/> Incompetent <input type="checkbox"/> Resistant <input type="checkbox"/> Lazy <input type="checkbox"/> Chaep 	<ul style="list-style-type: none"> <input type="checkbox"/> Takes action and sets boundaries <input type="checkbox"/> Defends and protects self and those we love <input type="checkbox"/> Is of service <input type="checkbox"/> Takes a stand for truth <input type="checkbox"/> Engages conflict for what matters to us <input type="checkbox"/> Determines who or what to include or exclude <input type="checkbox"/> Is truthful, courageous, and loyal <input type="checkbox"/> Endures and maintains discipline <input type="checkbox"/> Empowered <input type="checkbox"/> Confident and assertive <input type="checkbox"/> Focused <input type="checkbox"/> Motivated and action oriented <input type="checkbox"/> Goal oriented <input type="checkbox"/> Justice oriented <input type="checkbox"/> Ambitious 	<ul style="list-style-type: none"> <input type="checkbox"/> Hostile <input type="checkbox"/> Brutal <input type="checkbox"/> Overly aggressive <input type="checkbox"/> Winning at all costs <input type="checkbox"/> Workaholic <input type="checkbox"/> Abusive <input type="checkbox"/> Greedy <input type="checkbox"/> Hateful <input type="checkbox"/> Vindictive <input type="checkbox"/> Nasty, cruel <input type="checkbox"/> Confrontational <input type="checkbox"/> Defensive <input type="checkbox"/> Violates boundaries internally and externally

ASSESSING LEADERSHIP MATURITY
BY USING THE STATEMENT: “You know you’re a leader when....”

- 1) Read through the attached document “You know you’re a leader when...” These are statements identifying various qualities of leadership. Before the leadership team meeting prepare the following.
- 2) Identify THREE statements that you feel you are already functioning this way in life or you sense that you are on the path to stepping into this way of leading (whether it is in the ministry, at home, at work, or in your personal life).
- 3) Identify THREE statements that you acknowledge you need to pay closer attention to as you step into leadership. These are areas of opportunity for major growth in your lives.

At the assessment meeting, each person shares their areas of strength and areas of needed growth as identified above.

After each person shares their assessment, give the group an opportunity to affirm and challenge the person who just shared.

Challenging may entail another leader acknowledging that they have seen what the person identified (as an area to grow in) and/or it may mean that they might want to challenge the person with an observation of how one of the other statements could also be looked at in his/her life as an opportunity for growth.

Be careful to not always gravitate to positive affirmation and blessing, but also move to the edge and bring challenge to each others’ lives.

You know you're a leader when.....

You don't need to lead

You don't need everyone to like you or value you

You are aware of how you show up in the world and your impact on it

You are aware of your own disappointments and let go of expectations

When someone comes to you with feedback and you don't defend yourself

You listen to the feedback of others and you own what you can

You recognize your own storytelling

You point others back to the person they have a complaint about instead of feeding their judgments

You are uncertain about how to do something and you ask for help

You call out another leader when necessary

You are triggered by someone and you see that person as a mirror to point out your own issues

You see yourself as the same as others, not less than or more than

You use your voice

You see that something needs to happen and you set it in motion

You see the need for the greater good and act on it instead of catering to the one or the few

You inspire others to see beyond themselves to a greater purpose

You make the sacrifice you are calling others to make

You increasingly know who you are in your true self

You welcome others where they are at without judging them

You take responsibility for your own thoughts, feelings and actions

You choose to risk going to the edge and taking others there with you

You inspire hope and vision in the hearts and minds of others