Leadership Capability Snapshot

A practical diagnostic for examining leadership capability across your organization, from Leading Self and Leading Others through to Leading with Impact and Leading the Market.

Use it to identify strengths, gaps, and priorities, and consider whether your leaders have the awareness, adaptability, and agility needed to stay ahead of changes in your sector.

The Snapshot also considers how effectively leaders use AI, develop their teams' capabilities, and prepare their organizations for AI-driven change.

How to Use

Rate each statement from 1 to 5. Base the rating on current, observable practice rather than intention. If several people complete the Snapshot, compare the reasons behind their ratings as well as the numbers.

1	2	3	4	5
Not in place	Limited	Developing	Strong	Consistent and embedded

Organization

Completed by

Role

Date

Interpret the pattern, not a single overall score.

Section averages help reveal where capability is stronger or weaker. They are prompts for discussion, not a validated benchmark or pass/fail result.

1. Leadership Foundations

Statement	Score
Leadership expectations are clearly defined and understood.	
Leadership behaviors align with organizational values.	
Leadership standards are consistent across the organization.	
Leadership capability is actively prioritized and discussed.	
Calculated section average	

Evidence or observations

2. Leading Self

Statement	Score
Leaders demonstrate self-awareness and accountability.	
Leaders communicate clearly and with intent.	
Leaders manage pressure and change effectively.	
Leaders take ownership and follow through on commitments.	
Leaders use AI tools appropriately to support their thinking, learning, and effectiveness.	
Calculated section average	

Evidence or observations

3. Leading Others

Statement	Score
Managers set clear expectations and direction.	
Managers provide regular, constructive feedback.	
Managers actively develop capability in others.	
Difficult conversations are handled effectively.	
Managers help their teams develop the confidence, judgment, and skills to use AI effectively and responsibly.	
Calculated section average	

Evidence or observations

4. Leading with Impact

Statement	Score
Leaders align team activity with organizational priorities.	
Leaders influence effectively beyond their immediate area of responsibility.	
Leaders collaborate across organizational boundaries to achieve shared outcomes.	
Leaders translate strategic priorities into sustained performance.	
Leaders identify and apply AI opportunities to improve organizational processes, decisions, and performance.	
Calculated section average	

Evidence or observations

5. Leading the Market

Statement	Score
Leaders actively scan for emerging changes that could affect the organization and its sector.	
Leaders recognize changing expectations and capability requirements early enough to respond.	
Leaders adapt their thinking, priorities, and ways of working as conditions change.	
Leadership capability is developing at a pace that keeps the organization ahead of change in its sector.	
Leaders anticipate how AI may reshape their sector, customer expectations, and future capability requirements.	
Calculated section average	

Evidence or observations

6. Organizational Leadership System

Statement	Score
Leadership development is connected across different levels of the organization.	
Senior leaders actively reinforce the leadership expectations being developed throughout the organization.	
Leadership development priorities are linked to organizational strategy and future capability requirements.	
Learning is translated into observable changes in leadership behavior and performance.	
Calculated section average	

Evidence or observations

Leadership Capability Snapshot

Leadership Capability Profile

The averages below are calculated from the ratings in each section. Compare the pattern across the six areas before deciding where focused development would have the greatest value.

Leadership area	Average
Leadership Foundations	
Leading Self	
Leading Others	
Leading with Impact	
Leading the Market	
Organizational Leadership System	
Overall average (average of the six section averages)	

Reflection and Priorities

Where is leadership capability currently strongest, and what evidence supports that view?

Which area presents the greatest organizational risk or constraint?

Where would focused development have the greatest impact?

Are leaders demonstrating the awareness, adaptability, and agility needed to stay ahead of changes in the sector, including AI-driven change?

What are the top two leadership priorities for the next 90 days?