Leading Kind

High-Performing Leadership Teams

A SELF-ASSESSMENT FOR ORGANISATIONS NAVIGATING CHANGE



Introduction

GREAT ORGANISATIONS DO NOT HAPPEN BY ACCIDENT

Many organisations have talented, committed leaders. Yet even capable leadership teams can struggle when organisations face sustained pressure, competing priorities, financial constraint, rapid growth, restructuring, or changing stakeholder expectations.

In our work with organisations across education, public services and the private sector, we often find that performance challenges are rarely caused by lack of effort or poor intent.

More commonly, organisations experience:

- unclear decision-making,
- inconsistent accountability,
- leadership overload,
- silo working,
- weak prioritisation,
- difficulty handling challenge constructively,
- or cultures where performance depends too heavily on individual effort rather than strong systems.

The result is often a group of capable leaders who have not yet come together as a consistently high-performing team.

This self-assessment is designed to help leadership teams reflect on whether their current structures, culture and leadership practices are supporting sustainable high performance.

HOW TO USE THIS ASSESSMENT

For each statement, score your organisation:

SCORE (1–5)	MEANING
1	Rarely true
2	Sometimes true
3	Mostly true
4	Consistently true
5	Embedded and evidenced

We recommend that multiple members of the leadership team complete the assessment independently before comparing scores.

Differences in perception are often as important as the scores themselves.

Section 1 — Strategic Leadership & Direction

Rarely true	Sometimes true	Mostly true	Consistently true	Embedded and evidenced
1	2	3	4	5

STATEMENT	SCORE (1–5)
Leaders can clearly articulate organisational priorities and what matters most.	
Strategic priorities are realistic, prioritised and understood across the organisation.	
Leaders make conscious decisions about what will stop, slow or change when capacity is stretched.	
Organisational plans align with available capability and resource.	
Leadership discussions focus on outcomes and impact rather than activity alone.	
The organisation adapts effectively when external circumstances change.	
SECTION TOTAL	0

WARNING SIGNS

- Too many competing priorities.
- Constant change without clear sequencing.
- Staff uncertainty about organisational direction.
- Teams operating reactively rather than strategically.

Section 2 — Leadership Team Effectiveness

Rarely true	Sometimes true	Mostly true	Consistently true	Embedded and evidenced
1	2	3	4	5

STATEMENT	SCORE (1–5)
The senior team operates as a collective leadership group rather than a collection of individual portfolios.	
Decision-making responsibilities and accountabilities are clear.	
Leadership meetings create space for challenge, problem-solving and decision-making.	
Difficult conversations are handled constructively and consistently.	
Once decisions are made, leaders support them collectively.	
Trust between leaders remains strong during periods of pressure or disagreement.	
SECTION TOTAL	0

WARNING SIGNS

- Decisions repeatedly revisited or reversed.
- Challenge happening outside formal meetings.
- Reliance on informal influence routes.
- “Silo” leadership behaviours.

Section 3 — Organisational Agility & Change Readiness

Rarely true	Sometimes true	Mostly true	Consistently true	Embedded and evidenced
1	2	3	4	5

STATEMENT	SCORE (1–5)
The organisation responds effectively to changing circumstances and emerging risks.	
Leaders balance pace of change with organisational capacity to absorb it.	
Change programmes are supported by clear communication and realistic delivery planning.	
Staff understand why change is happening and what is expected of them.	
The organisation learns from feedback, mistakes and operational challenges.	
Leaders are willing to adapt ways of working when evidence suggests change is needed.	
SECTION TOTAL	0

WARNING SIGNS

- Transformation fatigue.
- Repeated restructures with limited improvement.
- High dependency on goodwill and discretionary effort.
- Operational pressure masking deeper systemic issues.

Section 4 — Performance, Accountability & Capability

Rarely true	Sometimes true	Mostly true	Consistently true	Embedded and evidenced
1	2	3	4	5

STATEMENT	SCORE (1–5)
Expectations of leadership behaviour and performance are clear.	
Performance conversations are evidence-informed rather than personality-driven.	
Leaders are supported and challenged consistently.	
Positive performance is recognised and underperformance is addressed appropriately.	
Leadership development is treated as core organisational practice rather than optional activity.	
Managers and leaders continue developing capability as organisational needs evolve.	
SECTION TOTAL	0

WARNING SIGNS

- Accountability varies between teams.
- Leadership development only happens during crises.
- Performance processes feel subjective or inconsistent.
- Operational delivery depends on a small number of individuals.

Section 5 — Culture, Communication & Organisational Confidence

Rarely true	Sometimes true	Mostly true	Consistently true	Embedded and evidenced
1	2	3	4	5

STATEMENT	SCORE (1–5)
Communication during periods of change is clear, timely and credible.	
Employees feel able to raise concerns or offer challenge constructively.	
Leaders model the behaviours expected across the organisation.	
Organisational culture supports collaboration, learning and accountability.	
Different perspectives are welcomed when discussing risk, change and improvement.	
Inclusion, wellbeing and performance are viewed as connected rather than competing priorities.	
SECTION TOTAL	0

WARNING SIGNS

- Staff disengagement or quiet withdrawal.
- Fear of challenge or speaking openly.
- Inconsistent management behaviours.
- High-performing individuals compensating for weak systems.

Scoring Guide

YOUR SCORE 0

120–150

Your organisation is likely to have strong foundations for sustainable performance and organisational agility. The challenge now is maintaining consistency and resilience during periods of pressure or growth.

90–119

There are clear strengths, but also structural or behavioural gaps that may limit organisational performance over time. A targeted leadership or organisational diagnostic may help sharpen focus and improve collective effectiveness.

60–89

Your organisation may be relying heavily on individual effort and informal workarounds rather than strong systems and shared leadership practice. This often creates sustainability risks during periods of change.

BELOW 60

There may be significant challenges linked to leadership alignment, governance, accountability, organisational culture or change readiness. Early intervention can help prevent further drift, fatigue or erosion of confidence.

COMMON ORGANISATIONAL WARNING SIGNS

Organisations often seek support when they notice patterns such as:

- leadership overload and fatigue,
- repeated restructuring without lasting improvement,
- unclear decision-making,
- silo working,
- inconsistent accountability,
- tension between operational delivery and strategic planning,
- lack of confidence handling challenge,
- poor communication during change,
- or strong individuals compensating for weak systems.

ABOUT LEADING KIND

At Leading Kind, we support organisations to strengthen leadership capability, organisational culture and collective performance.

Our work includes:

- leadership and governance diagnostics,
- organisational culture reviews,
- inclusion and employee experience audits,
- leadership development,
- board and executive facilitation,
- and support for organisations navigating significant change.

Our approach is evidence-informed, pragmatic and focused on helping organisations build cultures and systems that support sustainable high performance.

Interested in a deeper organisational or leadership review?

Contact us at: **hello@leadingkind.co.uk** or call **0131 644 0082**



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