OPERATIONS INSIDER

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THE MANAGER'S LEADERSHIP CHECKLIST

Twenty checks for leadership people can see in the work.



DEVELOP WHAT PEOPLE CAN ACTUALLY DO

Leadership and Competence Checklist

Leadership as contribution, competence as demonstrated work. Twenty statements in four blocks, one block for each part of the Leadership and Competence Management series on operationsinsider.com.

How to use this checklist

1. Score each statement honestly from 0 to 4 for your team or unit.
2. Use evidence, not intention: what would a colleague be able to observe?
3. Add up each block (maximum 20) and transfer the totals to the result sheet.
4. Choose three priorities and give each an owner and a date.

Score	Meaning
0	Not in place
1	Ideas exist, no practice
2	Applied sometimes
3	Applied consistently
4	Applied, measured and improved

Block 1: Contribution, Ambidexterity and Change

Related parts: Part 1, Part 2, Part 3

#	Statement	Score 0 to 4
1.1	Leadership roles are described through observable contributions.	
1.2	Decision rights and escalation routes are clear for every leadership role.	
1.3	Capacity for exploration is explicitly allocated, not added on top.	
1.4	Change programs define what people must do differently tomorrow.	
1.5	Leaders use the new routes themselves during change.	
	Block total (maximum 20)	

Block 2: Focus, Direction and Safety

Related parts: Part 4, Part 5, Part 6

#	Statement	Score 0 to 4
2.1	Priorities are finite and visible to the team.	
2.2	Work in progress is limited where switching hurts completion.	
2.3	Agreements define outcome, standard, resources and authority.	
2.4	Team members can explain why their work matters.	
2.5	Concerns can be raised early and receive a visible response.	
	Block total (maximum 20)	

Block 3: Competence, Personality and Feedback

Related parts: Part 7, Part 8, Part 9

#	Statement	Score 0 to 4
3.1	Our competence matrix is based on demonstrated work, not training attendance.	
3.2	Critical tasks have more than one person who can perform them independently.	
3.3	Personality tools are used for reflection, not as a selection shortcut.	
3.4	Feedback refers to specific behavior and its consequence.	
3.5	Development actions are agreed with support and a review date.	
	Block total (maximum 20)	

Block 4: Hybrid, AI and Development

Related parts: Part 10, Part 11, Part 12

#	Statement	Score 0 to 4
4.1	Important decisions in distributed teams are recorded where everyone can find them.	
4.2	Hybrid arrangements are based on task requirements.	
4.3	People reviewing AI outputs have the evidence, time and authority to reject them.	
4.4	AI adoption plans include a competence requirement.	
4.5	Development cycles end with verification of transferred capability.	
	Block total (maximum 20)	

Result sheet

Block	Score	Level
1. Contribution, Ambidexterity and Change	/ 20	
2. Focus, Direction and Safety	/ 20	
3. Competence, Personality and Feedback	/ 20	
4. Hybrid, AI and Development	/ 20	
Total	/ 80	

Block score	Level	What it means
0 to 7	Foundation needed	Start with the basics of this block. Pick one statement and make it true within 30 days.
8 to 13	Developing	The ideas are known but not applied consistently. Focus on evidence and ownership.
14 to 17	Established	Practice is solid. Use the weakest statement as your next improvement.
18 to 20	Leading	Keep it current, share the practice and test it under pressure.

Your three priorities

#	Priority	Owner	Due date
1			
2			
3			

Go further

Leadership and Competence Management Starter Kit: the toolkit with key ideas, diagnosis, reflection questions and an action plan for every block, a 30-day plan and the Excel self-assessment with profile chart.

Leadership and Competence Management Excellence Bundle: everything in the Starter Kit plus all 12 parts of the series as one collection and a ready-to-use workshop deck.

Read the full series free at operationsinsider.com/series/leadership-and-competence-management/

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