

**It is a common misconception that you need to be a manager or in the c-suite of an organization to be considered a leader.** The truth of the matter is that it is possible to demonstrate leadership throughout the course of your insurance career.

In fact, that is most often how 'leaders' within an organization are identified – they are recognized for their potential and the leadership qualities they exhibit in their work. It is not about time served or just being competent in your role.

Leadership competency is shaped and defined by a collection of attitudes, core values, behaviours, and characteristics. In addition, there are also different kinds of leaders.

Before completing the exercises below, you may find it useful to further explore leadership competencies as outlined on the Career Maps most relevant to your goals on the my**career** website.

When it comes to exploring the notion of leadership as it relates to your own career, there are two main areas to explore:

**1. Potential and readiness for leadership**

and

**2. Whether you want to provide technical leadership to a function/operational area or lead a team of people to achieve results in a particular area of the business.**

Let's tackle the questions of potential and readiness first...

## Are you ready?

What are the qualities and attributes that you admire in a leader (heads of state/politicians, inspirational figures, business leaders, etc.)? For example, are they (select all that apply):

- |                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/> Bold       | <input type="checkbox"/> Well-spoken       |
| <input type="checkbox"/> Passionate | <input type="checkbox"/> Professional      |
| <input type="checkbox"/> Committed  | <input type="checkbox"/> Solutions-focused |
| <input type="checkbox"/> Determined | <input type="checkbox"/> Resourceful       |
| <input type="checkbox"/> Educated   | <input type="checkbox"/> Influential       |
| <input type="checkbox"/> Innovative | <input type="checkbox"/> Strategic         |
| <input type="checkbox"/> Altruistic | <input type="checkbox"/> Visionary         |
| <input type="checkbox"/> Dedicated  | <input type="checkbox"/> Others: _____     |

Assess yourself on these attitudes, core values, behaviours, and characteristics that comprise leadership competency:

- |                       |                      |                    |
|-----------------------|----------------------|--------------------|
| <b>(1)</b> Developing | <b>(3)</b> Building  | <b>(5)</b> Mastery |
| <b>(2)</b> Foundation | <b>(4)</b> Enhancing |                    |

Listening . . . . .	<input type="checkbox"/>
Curiosity . . . . .	<input type="checkbox"/>
Respect . . . . .	<input type="checkbox"/>
Reliability . . . . .	<input type="checkbox"/>
Engagement . . . . .	<input type="checkbox"/>
Teamwork/Collaboration . . . . .	<input type="checkbox"/>
Insurance Acumen . . . . .	<input type="checkbox"/>
Cross-Functional Experience . . . . .	<input type="checkbox"/>
Relationship Building . . . . .	<input type="checkbox"/>
Problem Solving . . . . .	<input type="checkbox"/>
Decision Making . . . . .	<input type="checkbox"/>
Critical Thinking/Analysis . . . . .	<input type="checkbox"/>
Negotiations . . . . .	<input type="checkbox"/>
Evaluation . . . . .	<input type="checkbox"/>
Conflict Management . . . . .	<input type="checkbox"/>
Business Communications . . . . .	<input type="checkbox"/>
Scope of Authority . . . . .	<input type="checkbox"/>
Financial Acumen . . . . .	<input type="checkbox"/>
Industry/Community Engagement . . . . .	<input type="checkbox"/>
Change Management . . . . .	<input type="checkbox"/>
Strategic Thinking . . . . .	<input type="checkbox"/>
Innovation . . . . .	<input type="checkbox"/>
<b>Total your Score:</b>	<input type="checkbox"/>

## 90 - 110

You are most likely feeling like you are ready to take on a leadership role in your organization and may already be taking on additional responsibilities or stretch assignments which are enabling you to demonstrate your abilities to your manager and other senior leaders in your organization.

There is likely opportunity for you to reflect on how you define your leadership style, how you demonstrate your leadership competency, and areas for continued development.

## 70 - 89

You are starting to spread your wings and are working towards taking on a leadership role in your organization in the future. You may already be taking on some additional challenges in the workplace to foster development in this regard. But, there is still room for you to gain experience, enhance your skills and experiences, and model leadership behaviours.

You might be focused on ways that you can foster your leadership development both on and off the job. You might find the My Skills and Experiences Tip Sheet and Assessment Tool on the **mycareer** website helpful to take stock of your skills and develop an action plan to help you develop in all aspects of your role – including leadership.

## 50 - 69

Leadership is something you are starting to embody and you may be interested in leadership roles in the future. But for now, focus on building on your insurance fundamentals and being the best individual contributor and team player you can. This will help you in demonstrating your potential and establishing a track record of success you can build on to further your career.

## 30 - 49

You are still establishing the foundations of your career and at this stage will want to focus on learning the fundamentals of the insurance business, learning your craft, and being curious. This is the time to develop your capacity to listen, ask questions, synthesize information/make connections and have a keen understanding of how the pieces of the operation fit together.

## > 30

It is clearly still early days in your overall leadership development. It is likely that you will want to focus on building your competency on the job and let leadership start to be demonstrated naturally, once you are feeling more comfortable in your role.

If you scored 85 - 110 points, you may wish to take an opportunity for further reflection:

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How would you describe your leadership philosophy and style?

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When thinking about your leadership competency (as assessed in the exercises), can you list five examples of how you have demonstrated leadership in the past year?

1. ....
2. ....
3. ....
4. ....
5. ....



Why do you feel ready to take on additional leadership responsibilities?

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What knowledge, skills, experiences, and attitudes have prepared you to take on the challenge of leadership?

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## What type of leadership are you best suited for?

Choose the statements that are the most like you.

1. Do you prefer the idea of:
  - A. Providing coaching, guidance and support to a team
  - B. Offering advice and subject matter expertise to help an individual work through a problem or situation on the job
  
2. Do you like the notion of:
  - A. Being accountable for the business outcomes and objectives of a team
  - B. Contributing to the operational success of a business unit or the organization by establishing processes, policies, and guidelines based on your expertise
  
3. Are you most comfortable with:
  - A. Assessing and managing the performance of others
  - B. Assessing and managing the performance of a function or operation
  
4. Do you feel most confident in:
  - A. Managing conflict, competing resource priorities, and relationships across the organization
  - B. Providing consultation and advice to set operational objectives and optimize business performance
  
5. Would you describe yourself as more:
  - A. People Oriented
  - B. Technical

**Total # of As:** \_\_\_\_\_ **Total # of Bs:** \_\_\_\_\_

**A > B** You are likely best suited to assuming a leadership role focused on People Management (Team Leader, Departmental Manager, Director, CEO). Be sure to validate this assessment by consulting the People Management career map on the my**career** website.

**B > A** You are likely best suited to assuming a leadership role focused on Technical Management (Consultant/Solutions Specialist, Technical Lead, Operations Leader, COO). Be sure to validate this assessment by consulting the Technical Management Career map on the my**career** website.

These assessments and opportunities for reflection you completed above will likely prove useful in conversations with managers, HR team, and mentors about your readiness to take the next steps with respect to leadership.