

# Leadership Anatomy Mirror

TABLE A.1: LEADERSHIP REFLECTION QUESTIONS

|           | BUSINESS                                       | SCORE (1-5)   | INDIVIDUAL   | SCORE (1-5) |
|-----------|--|---|--|-------------|
| VISIONING | 1. Ambition as the loudest voice for action    | How does your compelling and inspiring big ambition serve as a focal point for your team, motivating them to see beyond their daily tasks and look to a higher potential?   | How does your compelling and inspiring big ambition serve as a focal point for you, motivating you to see beyond the daily pressures and look to a higher potential?   |             |
|           | 2. Clarity on core capability                  | Are you crystal clear on, if your company was an AI, which capability it would guide? Or looking at it differently, is everyone aware of which part of your proposition is so essential that it must be nurtured and can be deployed in a future ecosystem? | What personal capabilities are so core to your value that they must be continuously nurtured and build your identity beyond your current role?   |             |
|           | 3. Anticipating and acting on emerging signals | Are you aware of which wakes you will ride and how often your strategic choices lift and shape the market—rather than try to fit in after someone has defined the rules?  | Are you great at seeing, capturing, and being curious about infant signals before others—and consciously deciding whether to bring them into your success?   |             |
| EXPANDING | 4. Recognized ecosystem value                  | Which players (partners, competitors, customers, etc.) in your ecosystem hold valuable learning data that could accelerate your path toward your ambition? And what would they gain from partnering with you?   | Have you created an ecosystem for yourself (professionally, societally, and personally) that lifts and challenges your thinking—and are you great at growing others in return?   |             |
|           | 5. Rewarding catalytic conversations           | How are you recognizing and rewarding those who build on existing knowledge—rather than starting from scratch?  | Have you created space for thought-generating conversations today? And are you consistently inviting more of these?  |             |
|           | 6. Expanding with intention and courage        | To what extent does your organization challenge its own assumptions and foster a culture where curiosity and openness drive decision-making?  | To what extent do you intentionally keep your thinking open—challenging assumptions and inviting fresh input before pressure demands it—so your decisions stay relevant and your momentum is guided by awareness, not familiarity? |             |

|           | BUSINESS                                 | SCORE (1-5)   | INDIVIDUAL  | SCORE (1-5) |
|-----------|--|---|---|-------------|
| STEERING  | 7. Deliberate support for change allies  | Who will be the fast followers of your change agents, and are you actively supporting them?   | Are you yourself a lone mover, a fast follower, or waiting for the crowd? And is this what you wish to be?  |             |
|           | 8. Talent aligned to future needs        | Is your business staffed for the past or the future? And how are you actively and consistently signaling your future expectations through placing and supporting people?                                    | Do your current skills and focus reflect where you want to lead—and how actively are you inviting people to complement you where you are still growing?                   |             |
|           | 9. Metrics that matter                   | Are your KPIs creating confinement or collaboration? Are the metrics encouraging learning and cross-functional progress—or limiting them?   | What actions have you taken this week to uncover insights across silos and hierarchies? And have then shifted metrics accordingly?  |             |
| EMBODYING | 10. Shedding outdated narratives         | Are narratives—about your business, your teams, or your industry—still rooted in outdated thinking? Have you identified who created these? And is your business reinforcing or showing a different reality? | Are you aware of which narratives about yourself are still rooted in outdated thinking? Have you identified the emotions driving this? Do they still deserve this impact? |             |
|           | 11. Training to thrive, not just survive | Is your organization training to thrive—or just helping people survive the daily pressures?   | Are you training to thrive or just to survive—and how consistently have you brought this to your presence and leadership today?   |             |
|           | 12. Grounded in motion                   | To what extent does your organization move from a centered place—grounded in intent, alert to change, with everyone aligned and personally invested in the outcome?   | Do you hold steady in motion—present, alert, sensing, and ready to act—while being clear on what is truly in it for you? Or do you freeze or fall when pushed?            |             |



Figure A.1: Leadership anatomy self-assessment chart

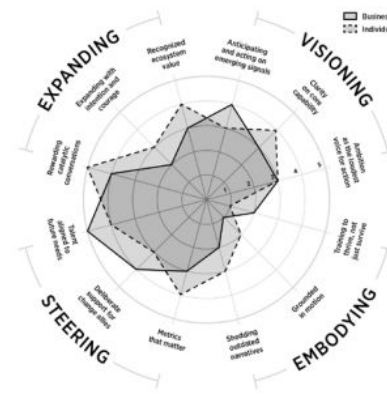


Figure A.2: Example of a completed self-assessment chart

# Leadership Anatomy Mirror

Turning insight into action starts with clarity.

This interactive tool helps you assess your current leadership anatomy—both your personal strengths and your business's readiness to lead through technology and people. It's a dual reflection:

- The strength of your personal leadership
- The ability and readiness of your business

Each axis represents a critical dimension of transformation. Score each one from 1 to 5, both as an individual leader and from your business's perspective:

1. Not part of your mind space
2. Novice but learning
3. On par with peers
4. Selectively leading
5. Defining change/role model

Once you've completed your scoring—both for yourself and for your business—plot your results on the chart. See example as guidance on how to use.

Step back and look at the shape of your results. This isn't just about the scores; it's about what they reveal.

Use the following reflections to help you explore what the results tell you and where you can leverage your leadership anatomy more effectively.

- Understand your natural strengths: Where are your greatest strengths— in visioning, expanding, steering, and embodying?

Look at this both as an individual and across your business. The areas not achieving leading levels—have they been underdeveloped, under resourced, or simply overlooked? Are your strengths typical of your peers, industry, or sector? Are you ready to share your leadership anatomy in motion with your teams and partners?

- Understanding current position versus desire: Is this the footprint you wish to leave behind? Is this who you wish to be—as a person, a leader, and for your business? If not, what would you like it to be? And how will you be enabling the shifts?