

**Arden Coaching's
Organizational Leadership Strength
Assessment
Across the Arden 8™ Leadership Dimensions**

How to Take This Assessment

This tool is designed to give you an evaluation of your organization's leadership and a roadmap for where to focus your development efforts. To produce accurate results, be honest with yourself about where your organization stands when all leaders are considered.

For each statement on the following pages, rate your organization:

3 means this area is

Consistently practiced **90–100%** of the time

2 means this area is


Sometimes true, or true for **some people**

1 means this area is

Rarely or **never** demonstrated

At the end of each section, total your points (**5–15**).

Then total all sections to calculate your overall **Organizational Leadership Strength Score (out of 135)**.

 This assessment covers the **Arden 8™ Leadership Dimensions** plus **1 Organizational Level** — 9 areas in total. Complete all sections for the most accurate results.

1. Emotional Intelligence & Self-Awareness

(Growth mindset, empathy, emotional regulation, self-reflection)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Mistakes are openly discussed as learning opportunities rather than reason for blame.	
Leaders regularly solicit and receive feedback from employees at multiple levels on their effectiveness and interpersonal impact.	
Senior leaders consistently model emotional regulation and constructive responses during periods of pressure or conflict. Leaders at all levels are expected to reflect on how their mindset influences results.	
The organization considers personal growth – including self awareness and EI – part of professional performance.	
Section Score (5-15):	

Score Interpretation:

Emotional Intelligence & Self-Awareness

Score 5–8: Needs Development

Emotional intelligence and self-awareness is inconsistent. Leaders may respond reactively under stress, and feedback is treated cautiously. The organization would benefit from formalizing reflection practices and emotional intelligence development. Consider launching Emotional Intelligence training and reflective leadership sessions. Encourage leaders to use structured reflection tools after high-stakes situations and integrate personal check-ins into team routines.

Score 9–13: Developing

At least some leaders demonstrate reasonable self-awareness, but it is not consistently modeled across all levels. Building shared language and reinforcing emotional maturity as a leadership expectation will strengthen this foundation. Introduce common EI language and frameworks in leadership programs. Include emotional regulation and empathy in leadership competencies and coach leaders to role-model vulnerability and openness.

Score 14–15: Strength

Emotional intelligence is a visible cultural strength. Leaders demonstrate empathy, regulation, and reflection as normal practice, creating psychological safety and organizational trust. Check to be sure your leaders have a systemic way to role model these behaviors to their teams, so this culture continues.

2. Communication Skills & Style

(Clarity, tone, active listening, adapting communication)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Senior leaders regularly and consistently communicate strategy in a way that resonates across all levels. The lowest level employee could state our values, purpose and strategy.	
Leaders adapt their communication style to effectively engage different audiences, roles and personalities.	
Employees are comfortable raising questions or concerns directly with leadership, and do so regularly.	
Feedback flows both upward and downward without fear of repercussion through established and consistent systems.	
Internal communication supports collaboration rather than hierarchy. Communication style is evaluated as part of performance metrics for all leaders.	
Section Score (5-15):	

Score Interpretation: Communication Skills & Style

Score 5–8: Needs Development

Communication tends to be top-down or inconsistent. Information does not flow freely, and employees hesitate to voice feedback. Building transparency and listening habits is essential. Establish communication norms that emphasize clarity and openness. Train leaders in active listening and transparent dialogue. Introduce regular forums or Q&As where employees can safely share input and challenge ideas.

Score 9–13: Developing

Communication works well in many areas but lacks full alignment or reach. Strengthen clarity, tone consistency, and cross-level transparency to build cohesive understanding across leadership levels. Reinforce tone awareness and adaptability through communication coaching. Create intentional feedback channels to close the loop between leadership messages and employee understanding.

Score 14–15: Strength

Leaders model authentic, adaptive, and transparent communication. Feedback flows freely across the organization, and employees feel heard and informed. Maintain momentum by celebrating communication excellence and mentoring emerging leaders in storytelling, listening, and influence. Continue to solidify communication practices through employee insights and feedback analytics.

3. Empowering & Developing Others

(Motivating, coaching, enabling others)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Leadership promotions reflect an individual's ability to develop and support others, rather than only subject matter expertise, tenure or seniority.	
Managers hold regular development conversations that focus on growth not just performance reviews.	
Coaching and developing others are clear expectations for leaders and are part of leadership training, and performance metrics.	
High-potential employees are intentionally identified and actively nurtured and developed.	
Developing others is seen as a leadership privilege, not a task, and is evidenced in the provision of company time and resources.	
Section Score (5-15):	

Score Interpretation: Empowering & Developing Others

Score 5–8: Needs Development

Development is inconsistent or delegated to HR. Leaders may focus on performance over growth. Introduce structured coaching and recognition for developing others. Train leaders on feedback and growth conversations, and publicly recognize leaders who invest in developing their teams.

Score 9–13: Developing

Leaders value growth but may lack the tools or accountability to embed it. Reinforce coaching capability and align rewards to team development outcomes. Embed coaching into leadership expectations. Introduce development metrics into performance reviews and reward systems, and run practical skill-building sessions for managers.

Score 14–15: Strength

A strong coaching culture exists. Leaders prioritize developing talent and see it as central to their role. Growth is systemic and celebrated. Sustain the culture by mentoring emerging leaders in coaching others, sharing success stories, and linking development outcomes directly to business performance.

4. Execution & Accountability

(Follow-through, setting expectations, driving results)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Peer-to-peer accountability is more common than top-down accountability.	
Leader expectations and priorities are clear and measurable, and consistently reinforced through SMART goals.	
Leaders model ownership by taking responsibility for both successes and failures.	
Leaders have clear systems for tracking performance and KPIs, and everyone understands and uses them.	
Underperformance is addressed promptly and constructively.	
Section Score (5-15):	

Score Interpretation: Execution & Accountability

Score 5–8: Needs Development

Accountability may be unclear or reactive. Goals and ownership vary by team, and results rely on individual discipline rather than structure. Strengthen performance clarity and shared accountability. Clarify performance expectations and ownership at every level. Implement shared scorecards, team commitments, and structured post-project reviews to build consistent accountability and follow-through.

Score 9–13: Developing

Accountability exists but may not be consistently applied. Reinforce feedback, shared metrics, and recognition for reliability. Recognize reliability and follow-through as key leadership behaviors and ensure positive or correction consequences are visible and fair.

Score 14–15: Strength

Execution and accountability are organizational hallmarks. Leaders own outcomes, share learnings, and maintain a culture of integrity and performance. Sustain momentum by mentoring others in disciplined execution. Use success stories and post-mortems to continuously refine processes and embed accountability into team rituals and leadership pipelines.

5. Difficult Conversations & Feedback

(Delivering/receiving feedback, addressing sensitive issues and conflict)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Constructive feedback is a normal and expected part of everyday leadership communication in ALL directions: top-down, bottom-up and peer-to-peer.	
Interpersonal conflict is addressed at all levels early, directly, and with respect by the leaders themselves (not HR).	
Leaders are trained in how to conduct challenging conversations effectively and practice these skills regularly.	
Employees feel safe giving honest feedback to leaders, which we know because they regularly do.	
HR processes support, not replace, direct dialogue.	
Section Score (5-15):	

Score Interpretation: Difficult Conversations & Feedback

Score 5–8: Needs Development

Feedback is inconsistent or avoided. Conflict may linger or escalate. Focus on equipping leaders to engage directly and skillfully in difficult conversations. Build foundational capability through targeted feedback and conflict management training. Encourage leaders to initiate direct, timely conversations and model emotional regulation when tension arises.

Score 9–13: Developing

Feedback happens but may not feel fully safe or timely. Reinforce feedback rituals, training, and modeling from senior leaders. Embed feedback into team rhythms—regular check-ins, retrospectives, and "start/stop/continue" rituals. Have senior leaders model openness by asking for feedback publicly and responding constructively.

Score 14–15: Strength

Open, respectful dialogue is the norm. Leaders address issues early, model vulnerability, and create a culture of mutual feedback and growth. Continue reinforcing this culture through peer coaching, 360-degree feedback cycles, and leader storytelling that normalizes tough conversations as opportunities for connection and growth.

6. Strategic Thinking & Decision-Making

(Vision, long-term thinking, sound judgment)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Leaders routinely balance short-term goals/needs with long-term vision/purpose.	
Decision-making processes are transparent and incorporate input from diverse perspectives.	
Leaders evaluate decisions through both business and human-impact lenses.	
Our mission/values do not simply live on a plaque: our leaders consistently align decisions (hiring/firing, strategic initiatives, planning, etc.) to our stated company mission and values.	
Teams regularly test assumptions and challenge outdated practices, resulting in changes within the organization for continual improvement.	
Section Score (5-15):	

Score Interpretation: Strategic Thinking & Decision-Making

Score 5–8: Needs Development

Decision-making is reactive or siloed. Strategy may be understood only at senior levels. Build alignment between daily work and organizational vision through cross-functional planning sessions and cascading strategy communication. Train leaders to connect day-to-day priorities to the organization's long-term direction and values.

Score 9–13: Developing

Strategic awareness is present, but foresight and inclusivity in decision-making vary. Strengthen systems thinking and scenario planning. Encourage leaders to test assumptions, invite challenge, and balance speed with reflection.

Score 14–15: Strength

Leaders demonstrate clear strategic alignment and thoughtful judgment. The organization acts with foresight, agility, and shared purpose. Continue embedding strategic thinking into leadership pipelines. Use real-time strategy reviews and after-action reflections to refine decisions, and share case studies that highlight long-term, principle-driven success.

7. Executive Presence & Influence

(Confidence, credibility, influencing across stakeholders)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Leaders communicate with confidence and credibility when engaging senior stakeholders.	
All leaders demonstrate executive presence in dress, presence, communication and connection in line with the company values.	
ALL leaders maintain composure when operating under pressure.	
Influence extends beyond authority but there is no sign of politicking anywhere in the organization.	
Senior leaders foster influence and visibility with their direct reports by offering them opportunities with senior stakeholders.	
Section Score (5-15):	

Score Interpretation: Executive Presence & Influence

Score 5–8: Needs Development

Presence and credibility are inconsistent. Influence may depend on authority rather than trust. Strengthen confidence, authenticity, and composure under pressure. Provide targeted development on communication impact, storytelling, and emotional regulation under pressure. Coach leaders to replace positional power with authenticity, empathy, and clarity in their interactions.

Score 9–13: Developing

Some leaders inspire trust and confidence, while others rely on technical expertise alone. Support consistency through mentoring and modeling. Build consistency by pairing emerging leaders with strong executive role models. Offer mentoring, coaching, and opportunities to lead high-visibility initiatives that develop influence beyond authority.

Score 14–15: Strength

Leaders consistently project authentic presence and influence. Credibility and trust define leadership across the organization. Sustain and scale influence by having senior leaders actively mentor others in executive communication and stakeholder engagement. Share examples of effective influence across the organization to reinforce standards and aspiration.

8. Navigating Change & Uncertainty

(Agility, resilience, leading through uncertainty)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Leaders are willing to make decisions amidst uncertainty and communicate change proactively, not reactively.	
Teams adapt quickly and without resentment or complaint when priorities shift.	
Employees at all levels understand the rationale behind organizational change decisions.	
The organization invests in building resilience skills at every level.	
Adaptability is considered a leadership strength and hiring criterion.	
Section Score (5-15):	

Score Interpretation: Navigating Change & Uncertainty

Score 5–8: Needs Development

Change leadership is reactive and fragmented. Teams may resist or become fatigued. Focus on transparency and resilience-building. Develop a proactive change framework with clear messaging and leader toolkits. Build resilience through training and regular reflection on what's working, what's not, and how teams can adapt with less disruption.

Score 9–13: Developing

The organization manages change reasonably well but may lack proactive communication or readiness. Embed structured change-leadership practices. Formalize change-leadership practices, clear communication plans, visible sponsorship, and readiness assessments. Equip leaders with strategies for maintaining trust and morale during transitions.

Score 14–15: Strength

Adaptability and resilience are organizational strengths. Leaders guide teams through uncertainty with clarity and confidence. Continue embedding agility into culture by recognizing adaptive leadership behaviors and sharing success stories. Mentor future leaders in leading change and sustaining calm, trust, and direction during uncertainty.

9. Organization-Wide Leadership Culture

(Overall organizational patterns of leadership)

For each statement below, enter your score in the box: **3** = consistent 90-100% of the time | **2** = sometimes true or for some people | **1** = rarely/never true

Statement	Score (1-3)
Leadership expectations are clearly defined and aligned with our mission/vision/values and are enforced in practice.	
The organization invests strategically in leadership development at multiple levels.	
Cross-functional collaboration is a leadership expectation, not an exception.	
Leadership behaviors are recognized publicly as success drivers.	
The organization tracks and measures leadership effectiveness.	
Section Score (5-15):	

Score Interpretation:

Organization-Wide Leadership Culture

Score 5–8: Needs Development

Leadership quality varies by team or function. There is no unified definition or system for what great leadership looks like. Begin building shared standards and consistent development pathways. Create a shared leadership framework that defines expected mindsets and behaviors. Build consistency through organization-wide development pathways and integrate leadership standards into hiring and promotion decisions.

Score 9–13: Developing

Leadership development is active but not yet embedded as a cultural norm. Make it systemic by aligning recognition, training, and accountability. Establish metrics for leadership impact, and ensure senior leaders actively sponsor and model development initiatives.

Score 14–15: Strength

Leadership is a strategic asset and defining feature of the organization's identity. Systems, expectations, and recognition align to sustain it. Continue institutionalizing leadership excellence by celebrating exemplars, mentoring future leaders, and maintaining data-driven insight into leadership effectiveness across the enterprise.

Overall Organizational Leadership Strength

Total Leadership Readiness Score (out of 135)

Enter your scores for each of the 9 areas:

Dimension	Score (5-15)
1. Emotional Intelligence & Self-Awareness	
2. Communication Skills & Style	
3. Empowering & Developing Others	
4. Execution & Accountability	
5. Difficult Conversations & Feedback	
6. Strategic Thinking & Decision-Making	
7. Executive Presence & Influence	
8. Navigating Change & Uncertainty	
9. Organization-Wide Leadership Culture	
Your Organizational Leadership Strength Score:	/ 135

Score Interpretation:

Overall Organizational Leadership Strength

Total Score 45–94

Foundational Readiness

Leadership excellence exists in isolated areas but is not yet systemic. The organization may rely on individual leaders' skill rather than a shared leadership culture. Strengthen alignment, develop consistent expectations, and establish structures that reinforce leadership behaviors enterprise-wide.

Total Score 95–122

Emerging Strength

Leadership capability is growing and visible in several dimensions, though unevenly applied. To advance, focus on embedding leadership behaviors into performance systems, coaching culture, and accountability frameworks that sustain growth beyond individuals.

Total Score 123–135

High-Performance Leadership Culture

Leadership strength is integrated into the organization's DNA. Leaders consistently demonstrate the behaviors in the Arden 8™, and the organization is poised for sustained performance, innovation, and resilience. Continue refining leadership systems to mentor, scale, and future-proof this culture.

Ready to Connect?

We're here to help you translate your assessment results into actionable strategies for leadership development. Reach out today to schedule a personalized debrief and explore how Arden can support your organization's growth and foster a high-performance leadership culture.

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