



# LEADERSHIP POWER

*Evaluation into Performance*

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CLT Leadership Evaluation · Strategic Synergy & Conflict Mapping

# THREE-LAYER EVALUATION ARCHITECTURE



Core premise and methodological approach

## CORE PREMISE

Senior leadership teams typically fail not because individuals are weak — but because the *collective dynamics* do not support strategic coherence.

*The evaluation therefore moves across three levels simultaneously:*

**I** Individual

**II** Relational

**III** Collective

## WHAT IS EVALUATED

**Strategic alignment** — Is there genuine agreement on what the strategy demands, or polished surfaces concealing divergent interpretations?

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**Execution culture** — What happens to decisions after leadership team meetings? Are they implemented, diluted, or renegotiated?

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**Conflict management** — Is strategic disagreement avoided, escalated to the Chief Executive, or resolved constructively within the team?

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**Learning dynamics** — Does the leadership team reflect on its own collective performance?

# CLT LEADERSHIP EVALUATION



Strategic Synergy & Conflict Mapping · Process Architecture

## THREE ANALYSIS LAYERS

### I

#### Individual Strategic Capacity

INDIVIDUAL

- Narrative-based depth interviews (90 min)
- Written strategic reflection exercise
- Stated vs. operative strategy
- Self-assessment of critical contribution

### II

#### Dyadic Tension Mapping

RELATIONAL

- Sociometric network survey
- Advice-seeking and avoidance patterns
- Strategic friction between functions
- Informal influence on execution

### III

#### Systemic Strategic Coherence

COLLECTIVE

- Alignment: genuine vs. polished consensus
- Execution culture post-meeting
- Conflict management patterns
- Collective learning dynamics

**14** WEEKS TOTAL

**4** PHASES

**3** ANALYSIS LAYERS

**7** DELIVERABLES

# LAYER 1 – INDIVIDUAL STRATEGIC CAPACITY



Mapping each leader's ability to interpret, internalise and execute strategy

## KEY QUESTIONS

Do they experience strategy as a *living system* — or as a plan handed down to them?

Is there a gap between the stated strategy and the *operative* strategy each leader actually acts upon?

## METHOD

### Depth interviews (60–90 min)

Designed as narrative-based conversations — not competency checks. Focus on each leader's strategic self-narrative.

**Written reflection exercise:** "Describe what this organisation must succeed at over the next 18 months — and where your contribution is critical."

## WHAT WE EXAMINE

1

### Strategic internalisation

Has the leader made the strategy their own, or do they refer to it as an external framework?

2

### Logic of action

Which priorities actually drive behaviour — stated ones, or unstated ones?

3

### Horizon and complexity

Is the leader operating strategically (18–36 months) or tactically (0–6 months)?

4

### Critical self-reflection

Can the leader identify their own blind spot in a strategic context?

# LAYER 2 — DYADIC TENSION MAPPING



CLT synergies and conflicts reside primarily in relationships between functions — not within them

**Chief Executive / Chief Financial, Chief Technology / Chief Product, Chief People / all others.** These relationships are rarely mapped explicitly — and that is precisely where strategic blockages emerge.

## SOCIOMETRIC SURVEY — KEY QUESTIONS

- 1 Whose counsel do you seek for strategic decisions — and whose do you avoid?
- 2 Where does "strategic friction" arise (disagreement over priorities, resources, timing)?
- 3 Which relationships are most informally influential on actual execution?
- 4 When do you notice that leadership team decisions are being diluted or renegotiated afterwards?

## OUTPUT: TENSION MAP

*The result is visualised as a network diagram showing:*

- Energy flows — who pulls whom in a strategic direction
- ⊘ Blockages — relationships that impede execution
- ◆ Structural conflicts requiring an organisational solution
- ◇ Interpersonal conflicts requiring a behavioural intervention

# LAYER 3 — SYSTEMIC STRATEGIC COHERENCE



The CLT is evaluated as a collective body — does it function as a leadership team or a coordination mechanism for silos?

## Strategic Alignment

Is there genuine agreement on what the strategy demands — or polished surfaces concealing divergent interpretations?

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**Method:** Individual interviews + comparative analysis of responses

## Execution Culture

What happens to decisions after leadership team meetings? Are they implemented, diluted, or renegotiated in informal corridors?

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**Method:** Observation of leadership team meetings (min. 2–3) + decision follow-up

## Conflict Management

Is strategic disagreement avoided — escalated to the Chief Executive — or resolved constructively within the team?

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**Method:** Meeting observation + sociometric survey

## Learning Dynamics

Does the leadership team reflect on its own collective performance, or is it exclusively output-oriented?

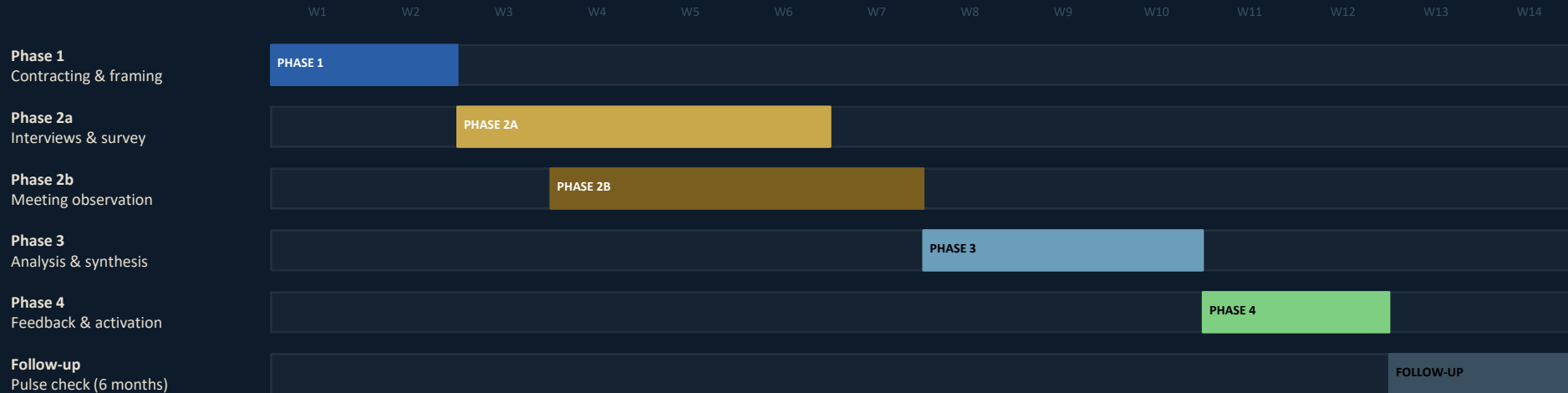
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**Method:** Facilitated collegial reflection session

# TIMELINE & DELIVERABLES



Estimated process · 14 weeks · 4 phases · 7 key deliverables



## KEY DELIVERABLES



Kickoff



Data close



Report draft



1:1 feedback



Team session

### PHASE 1

#### Mandate Document

- Purpose & scope
- Confidentiality framework
- Chief Executive / Chair alignment

### PHASE 2

#### Data Collection Package

- Interview guide
- Sociometric survey
- Observation protocol

### PHASE 3

#### Synthesis Report + Tension Map

- Network diagram
- Conflict analysis
- 5–7 recommendations

### PHASE 4

#### Activation Design

- Individual feedback
- Team session
- Pulse check design



# EVALUATION INTO PERFORMANCE

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An extraordinary leadership evaluation is not a tool — it is an invitation to  
*collective strategic clarity.*

*Next step: Mandate conversation with the Chief Executive and Chair of the Board*