

# 'Change' Leadership Questionnaire

Here are 12 critical questions you must ask yourself to move into 'change leadership' to attract the producers of the future (and keep them):

1. Are you the type of person that has ideas that you know would help your firm, and you keep bringing them to the attention of upper management even though the majority (and/or upper management) say the ideas won't work? (Challenge status quo – change leadership quality)
2. Do you go beyond the boundaries at times to get done what needs to be done – for the good of the organization? (Take risks, try new ideas)
3. Do you use other motivators besides money or #1 recognition to recognize the individual achievements of those you work with? How many of those can you name in 10 seconds? (Less than 5 and you have work to do in this area) (Creative use of higher inspirational motivators)
4. Do you talk about 'market share' or individual career development? (Managing each career to your shared vision)
5. What systems and/or programs have you created in the past year to raise the individual productivity of each of your agents? (Managing to a shared vision)
6. Do you have minimum, in writing performance standards and hold to them? (Clear standards and expectations)
7. Do you encourage your associates to be creative and fail with positive recognition? (Doing something new is more important than perfection )
8. Do you have a formalized operation so that your associates can hold you accountable? (Like a survey about you, your office, stated goals and reports on how and what you are doing personally as a manager)
9. Do you have a method to 'get the facts out' so that the grapevine doesn't get revved up? (Especially in handling mergers/acquisitions, etc.) ('Spiderweb' management style)
10. What programs do you have in place to assure high levels of customer satisfaction? Is your customer the agent – or the customer? (Customer focus)
11. Do you have an organizational system so that associates can manage with you – like senior advisors? ('Spiderweb' management empowers)
12. Do you have a method to slaughter the sacred cows in your organization? (Shaking up the status quo)

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