Workbooks & Guides

Leadership Self-Assessment Toolkit

Comprehensive tools for ongoing self-evaluation
of your anti-racist leadership journey

"What gets measured gets changed.

What gets reflected upon transforms."

— Ava Thompson

Welcome to the Leadership Self-Assessment Toolkit

This toolkit is designed for ongoing self-evaluation throughout and beyond the Phoenix Rising programme. It brings together self-assessment instruments, competency frameworks, 360-degree feedback templates, and personal development planning tools to help you measure, track, and deepen your growth as an anti-racist leader.

Complete each assessment honestly. There is no pass or fail—only awareness. Return to these tools quarterly to track your development over time.

Section 1: Anti-Racist Leadership Competency Assessment

Rate yourself against each competency. Be honest—this is your baseline for growth.

Domain A: Self-Awareness & Reflexivity

Statement	1 Never	2 Rarely	3 Some times	4 Often	5 Always
I can identify my own cultural biases and blind spots					
I regularly examine how my identity shapes my leadership					
I can sit with discomfort about race without becoming defensive					
I understand how my position of power affects others					
I actively seek feedback about my cultural competence					

Domain B: Courageous Practice

Statement	1 Never	2 Rarely	3 Some times	4 Often	5 Always
I challenge racist language or behaviour when I witness it					
I use the Phoenix Pause before reacting in racially charged situations					
I name systemic bias when I see it, even when it is uncomfortable					
I advocate for equitable policies and practices in my organisation					
I hold myself and others accountable for anti-racist commitments					

Domain C: Systems Thinking

Statement	1 Never	2 Rarely	3 Some times	4 Often	5 Always
I can identify how institutional structures perpetuate racial inequity					
I analyse data through an equity lens					
I understand the difference between individual bias and systemic racism					
I can map power dynamics in my team and organisation					
I prioritise structural change over individual interventions					

Domain D: Relational Leadership

Statement	1 Never	2 Rarely	3 Some times	4 Often	5 Always
I create psychological safety for colleagues to discuss race					
I actively amplify the voices of underrepresented staff and patients					
I model vulnerability and authentic engagement about race					
I build and sustain coalitions for anti-racist change					
I practise Ubuntu—recognising my humanity is bound to others'					

Domain E: PCREF Alignment

Statement	1 Never	2 Rarely	3 Some times	4 Often	5 Always
I can name the PCREF domains relevant to my role					

I regularly capture evidence of anti-racist practice for my Trust						
I use PCREF as a framework for quality improvement, not compliance						
I engage patients, carers, and communities in PCREF implementation						
I support colleagues to understand and apply PCREF in their work						

Your Competency Profile

Domain	Your Score (/25)	Strength or Growth Area?	Priority Action
A: Self-Awareness			
B: Courageous Practice			
C: Systems Thinking			
D: Relational Leadership			
E: PCREF Alignment			
TOTAL	**/125**		

Scoring Guide: 100–125 = Liberator (sustain and mentor). 75–99 = Practitioner (deepen and share). 50–74 = Emerging (focus on growth areas). Below 50 = Awakening (start with self-awareness).

Section 2: 360-Degree Feedback Template

Share this page with 3–5 trusted colleagues (peers, reports, and your line manager) to gather honest feedback on your anti-racist leadership. Ask them to complete it anonymously if possible.

> **Instructions for the feedback giver:** *Please rate this leader honestly on each statement below. Your feedback is confidential and will help them grow. 1 = Strongly disagree, 5 = Strongly agree.*

Feedback: About [Leader's Name] _____

Completed by: _____ (anonymous is fine) Date: _____

Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
This leader creates a safe space to discuss race and equity					
This leader challenges bias when they see it					
This leader listens to and amplifies diverse voices					
This leader models the behaviour they expect from others					
This leader takes accountability for their mistakes					
This leader advocates for equitable policies and practices					
This leader considers cultural needs in decision-making					
This leader supports colleagues who raise concerns about racism					

What does this leader do well regarding anti-racist practice?

What is one thing this leader could improve?

Any other comments:

360-Degree Feedback Synthesis

After collecting feedback, use this page to synthesise the themes.

What themes emerge across all feedback? What do people consistently say?

What surprised you? What challenged you?

Where is the biggest gap between your self-assessment and others' feedback?

What three actions will you take in response to this feedback?

Section 3: PCREF Domain Self-Audit

Rate your service or team against each PCREF domain. Use this to identify priority areas and track progress over time.

Domain	Self-Rating (1-5)	Evidence / Notes
1. Leadership *Leaders actively champion racial equity*		
2. Governance *Governance structures include diverse representation*		
3. Data *Outcomes are disaggregated and analysed by ethnicity*		
4. Quality Improvement *QI projects address racial disparities*		
5. Workforce *Staff at all levels reflect the community served*		
6. Service User Voice *BAME patients/carers shape service design*		
7. Partnerships *Community organisations are genuine partners*		
8. Commissioning *Commissioning addresses health inequalities*		
9. Communication *Information is accessible and culturally appropriate*		
10. Training *Anti-racism training is embedded, not one-off*		
11. Culture *Organisational culture actively values diversity*		

12. Physical Environment *Spaces are welcoming to diverse communities*		
13. Mental Models *Default assumptions are regularly examined and challenged*		

Section 4: Personal Development Plan

Based on your self-assessment, feedback, and PCREF audit, create a structured development plan.

Vision Statement

In 12 months, what kind of anti-racist leader do I want to be?

Development Goals

Goal 1

Element	Details
What I will develop:	
Why this matters:	
How I will develop it:	
Support I need:	
Target date:	
How I will know I've succeeded:	
PCREF domain(s) connected:	

Goal 2

Element	Details
What I will develop:	

Why this matters:	
How I will develop it:	
Support I need:	
Target date:	
How I will know I've succeeded:	
PCREF domain(s) connected:	

Goal 3

Element	Details
What I will develop:	
Why this matters:	
How I will develop it:	
Support I need:	
Target date:	
How I will know I've succeeded:	
PCREF domain(s) connected:	

Section 5: Quarterly Progress Tracker

Return to this page every quarter to track your growth. Re-take the competency assessment and note what has shifted.

Quarter 1

Domain	Score	Change from last quarter	Key development
A: Self-Awareness			
B: Courageous Practice			
C: Systems Thinking			
D: Relational Leadership			
E: PCREF Alignment			
TOTAL			

Quarter 1: What am I most proud of? What needs more work?

Quarter 2

Domain	Score	Change from last quarter	Key development
A: Self-Awareness			
B: Courageous Practice			
C: Systems Thinking			
D: Relational Leadership			
E: PCREF Alignment			

TOTAL			

Quarter 2: What am I most proud of? What needs more work?

Quarter 3

Domain	Score	Change from last quarter	Key development
A: Self-Awareness			
B: Courageous Practice			
C: Systems Thinking			
D: Relational Leadership			
E: PCREF Alignment			
TOTAL			

Quarter 3: What am I most proud of? What needs more work?

Quarter 4

Domain	Score	Change from last quarter	Key development
A: Self-Awareness			
B: Courageous Practice			
C: Systems Thinking			

D: Relational Leadership			
E: PCREF Alignment			
TOTAL			

Quarter 4: What am I most proud of? What needs more work?

Section 6: The Liberator's Compass

The Liberator's Compass is a tool for navigating difficult moments. When you face a challenging situation involving race, equity, or power, use these four cardinal directions:

> *NORTH — **Truth:** What is the honest reality here? What am I avoiding?*
>
> *EAST — **Courage:** What brave action is needed? What would Ava do?*
>
> *SOUTH — **Compassion:** Who needs care here? Including myself?*
>
> *WEST — **Justice:** What is the equitable outcome? Who benefits and who is harmed?*

Practice Scenarios

Apply the Liberator's Compass to these scenarios (or your own real situations):

Scenario 1: *A colleague makes a racially insensitive comment during a team meeting.*

Direction	Your Response
North (Truth)	
East (Courage)	
South (Compassion)	
West (Justice)	

Scenario 2: *Your service data shows a significant disparity in outcomes by ethnicity, but leadership says it's 'not a priority'.*

Direction	Your Response
North (Truth)	
East (Courage)	

Direction	Your Response
South (Compassion)	
West (Justice)	

Scenario 3: *A patient of colour complains about their care, and the team dismisses it as 'oversensitivity'.*

Direction	Your Response
North (Truth)	
East (Courage)	
South (Compassion)	
West (Justice)	

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