



Aura

Aura Leadership Model

Client Assessment Questionnaire

Survey 1: Leader Impact Assessment

- CTI Systemic Influence Version

Instructions: Rate each statement based on observable evidence from the past 3 months. Use the 5-point scale: 1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always

CTI Systemic Dimension Focus: Network effects, decision velocity, cross-functional collaboration

1. Cross-Functional Initiative Catalyst

This leader starts new projects that connect different departments.

☐ 1=Never ☐ 2=Rarely ☐ 3=Sometimes ☐ 4=Often ☐ 5=Always

CTI Metric: Number of cross-functional initiatives catalyzed

2. Decision Velocity Accelerator

This leader influences team decision-making speed.

☐ 1=Never ☐ 2=Rarely ☐ 3=Sometimes ☐ 4=Often ☐ 5=Always

CTI Metric: Average decision time reduction (baseline vs. current)

3. Network Connector

This leader introduces people who should work together.

☐ 1=Never ☐ 2=Rarely ☐ 3=Sometimes ☐ 4=Often ☐ 5=Always

CTI Metric: Network density improvements in team connections

4. System-Wide Problem Solver

This leader fixes problems that affect multiple teams.

☐ 1=Never ☐ 2=Rarely ☐ 3=Sometimes ☐ 4=Often ☐ 5=Always

CTI Metric: Reduction in inter-team conflict escalations

5. Organizational Influence Multiplier

Changes made by this leader spread to other parts of the company.

☐ 1=Never ☐ 2=Rarely ☐ 3=Sometimes ☐ 4=Often ☐ 5=Always

CTI Metric: Ripple effect measurement across organizational levels

CTI Integration Notes:

Each item links to quantifiable organizational metrics

Coach can add specific KPI values for each dimension

Baseline measurements required for meaningful CTI tracking

Survey 2: Relational Ripple 360°

Survey - CTI Behavioral Anchors

Version

Instructions: Rate the leader's actual behaviors you have directly observed. For consistency, also indicate how often you interact with this leader.

CTI Relational Dimension Focus: Observable behaviors, communication effectiveness, trust building

Interaction Frequency Check:

How often do you work directly with this leader?

- ☐ Daily (5+ interactions/week) ☐ Weekly (2-4 interactions/week)
☐ Monthly (2-4 interactions/month) ☐ Rarely (less than monthly)

Presence & Communication

1. Provides Actionable Feedback

- ☐ **Level 1:** Rarely offers specific improvement suggestions
- ☐ **Level 3:** Sometimes identifies areas for growth with examples
- ☐ **Level 5:** Consistently provides clear, actionable feedback with evidence

CTI Observable: Feedback quality and frequency

2. Demonstrates Emotional Regulation Under Pressure

- **Level 1:** Often shows stress through tone or body language
- **Level 3:** Usually maintains composure during difficult conversations
- **Level 5:** Remains calm and thoughtful even in crisis situations

CTI Observable: Emotional consistency across contexts

3. Facilitates Team Learning

- **Level 1:** Rarely creates opportunities for team skill development
- **Level 3:** Sometimes organizes learning activities or discussions
- **Level 5:** Regularly turns challenges into learning opportunities for the team

CTI Observable: Team capability development initiatives

Systems Integration

4. Connects Team to Larger Purpose

- **Level 1:** Rarely explains how team work fits bigger goals
- **Level 3:** Sometimes shares context about organizational priorities
- **Level 5:** Consistently helps team see their impact on company success

CTI Observable: Purpose clarity and engagement

5. Builds Bridges Across Departments

- ☐ **Level 1:** Works mainly within own team boundaries
- ☐ **Level 3:** Occasionally coordinates with other departments
- ☐ **Level 5:** Actively creates connections between different teams

CTI Observable: Cross-functional collaboration frequency

Development Focus

6. Encourages Calculated Risk-Taking

- ☐ **Level 1:** Discourages team members from trying new approaches
- ☐ **Level 3:** Sometimes supports small experiments or innovations
- ☐ **Level 5:** Actively champions team experimentation and learning from failures

CTI Observable: Innovation attempts and psychological safety

Consistency Check Items:

7. How many crisis situations have you witnessed this leader handle?

- ☐ 0 ☐ 1-2 ☐ 3-5 ☐ 5+

8. How often does this leader interact with other departments?

☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always

CTI Integration Notes:

BARS format ensures behavioral specificity

Consistency checks validate observation quality

Multi-rater aggregation provides reliable 360° data

Survey 3: Personal Growth Self-Assessment - CTI Vertical Development Version

Instructions: Reflect on your responses to complex leadership challenges over the past 3 months. Choose the response that most accurately describes your typical approach.

CTI Personal Growth Dimension Focus: Ego development stages, complexity handling, self-awareness progression

Cognitive Complexity Assessment

1. Response to Conflicting Stakeholder Demands

When different stakeholders want opposite outcomes, I typically:

- ☐ A) Follow established protocols and precedents
- ☐ B) Seek input from diverse perspectives before deciding
- ☐ C) Re-examine the underlying assumptions creating the conflict
- ☐ D) Work to transform the system creating these conflicts

CTI Ego Stage Indicator: Conventional → Post-conventional development

2. Handling Unexpected Setbacks

When facing major unexpected challenges, I:

- ☐ A) Focus on getting back to the original plan quickly
- ☐ B) Analyze what went wrong and adjust the approach
- ☐ C) View setbacks as information about system dynamics
- ☐ D) Use setbacks to question and evolve my leadership approach

CTI Complexity Indicator: Reactive → Creative → Integral thinking

3. Decision-Making Under Uncertainty

When I must decide without complete information, I:

- ☐ A) Rely on past experience and proven methods
- ☐ B) Gather input from trusted advisors and experts
- ☐ C) Consider multiple future scenarios and their implications
- ☐ D) Hold paradox and uncertainty as natural parts of leadership

CTI Developmental Indicator: Concrete → Abstract → Dialectical reasoning

Self-Awareness Progression

4. Recognition of Personal Impact

I notice my effect on others:

- ☐ A) When people give me direct feedback
- ☐ B) By observing team reactions and asking questions
- ☐ C) Through continuous self-monitoring and pattern recognition
- ☐ D) By sensing the systemic field I create in any situation

CTI Self-Awareness Indicator: External → Internal → Systemic awareness

5. Learning from Difficult Conversations

After challenging interpersonal situations, I:

- ☐ A) Focus on whether I achieved my intended outcome
- ☐ B) Reflect on what I could have said or done differently
- ☐ C) Examine the underlying dynamics and my role in them
- ☐ D) Use the experience to understand my developmental edge

CTI Growth Indicator: Outcome → Process → Developmental orientation

Coach Observation Integration Section

For Coach Completion: (To be filled during coaching sessions)

6. Somatic Regulation During Complexity (Coach Assessment)

Client demonstrates polyvagal regulation when facing complex decisions:

- ☐ 1: Often shows physical stress markers (tension, rapid breathing)
- ☐ 3: Sometimes maintains physical calm during complexity
- ☐ 5: Consistently embodies groundedness in challenging situations

CTI Somatic Indicator: Nervous system regulation capacity

7. Cognitive Integration Speed (Coach Assessment)

Client integrates new perspectives and feedback:

- ☐ 1: Requires multiple sessions to process new insights
- ☐ 3: Usually integrates new understanding within one session
- ☐ 5: Rapidly synthesizes and applies new perspectives

CTI Integration Indicator: Cognitive flexibility and learning speed

CTI Integration Notes:

Items map to Loevinger's ego development stages

Multiple choice format captures developmental complexity

Coach assessment items provide external validation

Developmental progression trackable over time

Submit Questionnaire

About

This questionnaire is part of a coaching framework born from a desire to create lasting, positive change. Observing that many current models lack staying power and a comprehensive approach, I integrated valuable theories like flow, habit formation, and systems thinking. This model, refined through real-world application and AI validation, seeks to empower individuals and contribute to a more impactful and better world.



The Aura Leadership Coaching Model. © 2025 by David O'Brien is licensed under CC BY-SA 4.0