

## **THE MOTIVE: LEADER SELF-ASSESSMENT**

Leaders have one of two primary motives for leading, either reward-centered or responsibility-centered. The below categories relate to the five categories that responsibility-centered leaders focus on. Please rate yourself as you believe your team members would rate you, and then total the numbers for each section to see your overall score for each category.

**1 = Lousy      2 = In need of improvement      3 = Okay      4 = Pretty good      5 = Outstanding**

### **Do I develop my leadership team?**

1. My team would say I am \_\_\_\_\_ at developing the team.
2. My team would say I am \_\_\_\_\_ at holding 1:1's to develop team members individually.
3. My team would say I am \_\_\_\_\_ at valuing the team's continuous growth.
4. My team would say I am \_\_\_\_\_ at putting a priority on development.
5. My team would say I am \_\_\_\_\_ at investing resources into team/team member development.

### **Do I manage my leadership team?**

1. My team would say I am \_\_\_\_\_ at helping team members set the general direction of their work.
2. My team would say I am \_\_\_\_\_ at ensuring team member work is aligned with and understood by peers.
3. My team would say I am \_\_\_\_\_ at staying informed enough to identify potential obstacles and problems as early as possible.
4. My team would say I am \_\_\_\_\_ at coaching leaders to improve themselves behaviorally to make it more likely that they will succeed.
5. My team would say I am \_\_\_\_\_ at making sure they are managing their subordinates.

### **Do I have difficult conversations?**

1. My team would say I am \_\_\_\_\_ at confronting difficult, awkward issues quickly and with clarity, grace, and resolve.
2. My team would say I am \_\_\_\_\_ at "entering the danger" in the spirit of having a healthy organization.
3. My team would say I am \_\_\_\_\_ at holding others accountable.
4. My team would say I am \_\_\_\_\_ at being direct with confronting destructive behaviors before they become significant issues.
5. My team would say I am \_\_\_\_\_ at perpetuating a culture of leadership where team members consistently engage in difficult conversations.

**Do I run effective meetings?**

1. My team would say I am \_\_\_\_\_ at making meetings engaging, productive, and effective.
2. My team would say I am \_\_\_\_\_ at ensuring clarity about our meetings.
3. My team would say I am \_\_\_\_\_ at allowing for productive conflict in our meetings.
4. My team would say I am \_\_\_\_\_ at ensuring clarity of decisions, commitments, and actions during meetings.
5. My team would say I am \_\_\_\_\_ at establishing message clarity as meetings conclude.

**Do I communicate, and then over-communicate?**

1. My team would say I am \_\_\_\_\_ at communication.
2. My team would say I am \_\_\_\_\_ at over-communication.
3. My team would say I am \_\_\_\_\_ at keeping communication consistent.
4. My team would say I am \_\_\_\_\_ at sharing and reminding team members of the “why” behind decisions, changes, strategic directions, etc.
5. My team would say I am \_\_\_\_\_ at keeping a high expectation for effective communication throughout the organization.

**SCORING**

Review each of the five sections above to total your points, and then input your score for each category of leadership in the chart below.

MY SCORE	RESULTS
_____ Developing my leadership team	23+ = Outstanding
_____ Managing my leadership team	18-22 = Pretty good
_____ Tackling difficult conversations	13-17 = Okay, not bad – but being an average leader was never your goal!!
_____ Running meetings effectively	8-12 = Need to improve, you have some work to do
_____ Communication	5-7 = Lousy—this is a real challenge for you, and therefore, your team.