

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.