COACHING SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I work with team members to develop actionable plans as a result of my coaching.	◯	◯	◯
2. I help my team members think about their career aspirations 5, 10, 15, and 20 years out.	◯	◯	◯
3. I routinely show appreciation and give praise for the work people do.	◯	◯	◯
4. I am careful and sensitive in awarding people the job titles they hold.	◯	◯	◯
5. I meet with team members at the appropriate frequency to coach and mentor.	◯	◯	◯
6. I conduct routine performance reviews; I prepare them on my own, using technology tools only as an assist and not relying on them to do the job for me.	◯	◯	◯
7. I take the time to understand career path opportunities available to people in my organization and use that knowledge in my career-building discussions.	◯	◯	◯
8. In my planning, I think about the balance between the resource needs of the organization and the career aspirations of my team members.	◯	◯	◯

HIGH PERFORMANCE SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I quickly determine if I'm working with someone who needs more or less guidance.	○	○	○
2. I can locate all my key employees on the PPDG.	○	○	○
3. I can easily switch from a directive to collaborative approach as needed.	○	○	○
4. I give people as much running room as possible.	○	○	○
5. I tend to use engaging language.	○	○	○
6. I encourage people to personalize their work environment as much as possible.	○	○	○
7. I focus my praise on unanticipated accomplishments and innovations.	○	○	○
8. I've adjusted my meeting protocols to celebrate team member accomplishments.	○	○	○
9. I can cut my losses with employees when necessary.	○	○	○
10. On a daily basis, I seek to develop a passionate, high-performing work climate.	○	○	○

ROBUST COMMUNICATION SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. In public presentations, I focus on my core message.	○	○	○
2. I routinely ask others to review my important written communications.	○	○	○
3. I take personal responsibility for communicating proactively to my leadership circle.	○	○	○
4. I follow the golden rule of maximum disclosure with minimum delay in my communications approach.	○	○	○
5. I represent facts and circumstances honestly and without spin.	○	○	○
6. I appropriately use active and passive listening skills.	○	○	○
7. I seek feedback and proactively harvest opposing points of view.	○	○	○
8. I am a good storyteller.	○	○	○
9. In group settings, I nudge conversations in a productive direction.	○	○	○

TRANSFORMING PUSHBACK SELF-ASSESSMENT

These questions are designed to provide developmental insights
to enhance your effectiveness. Rate yourself, choosing either
Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I recognize how power dynamics may shift levels of candor.	○	○	○
2. I actively seek out pushback.	○	○	○
3. I clarify my motivations for seeking feedback on initiatives.	○	○	○
4. I can shift my communication approach as new issues emerge in discussions.	○	○	○
5. I try to depersonalize issues under discussion.	○	○	○
6. I provide different venues for people to share feedback.	○	○	○
7. I'm comfortable with the best idea winning, even if it's not mine.	○	○	○

BUILDING DYNAMIC RELATIONSHIPS SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I routinely update and evaluate my professional networks.	○	○	○
2. I put myself in situations to meet new people.	○	○	○
3. I maintain a routine schedule to nurture my key relationships.	○	○	○
4. I'm comfortable talking about a wide range of topics.	○	○	○
5. Other people would say that I'm a good listener.	○	○	○
6. I recognize situations or topics that demand richer communication channels.	○	○	○
7. I'm good at identifying areas of shared values and benefits.	○	○	○
8. I maintain the right mix of robust and casual relationships.	○	○	○
9. I properly balance the demands of nurturing, building, and maintaining relationships.	○	○	○
10. I know when it's time to terminate certain relationships.	○	○	○

COLLABORATION SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I select collaborative team members who express all points of view, even dissenting ones.	◯	◯	◯
2. I seek to convene face-to-face collaborations.	◯	◯	◯
3. I record points of agreement and disagreement during discussions.	◯	◯	◯
4. I downplay the formal position and status roles of team members (i.e., make everyone an equal partner in the decision).	◯	◯	◯
5. I ensure that all team members are participating in collaborative sessions.	◯	◯	◯
6. I assure people that there are no negative consequences for expressing differences.	◯	◯	◯
7. I create safe environments for discussing opposing points of view.	◯	◯	◯
8. I continually strive to seek consensus.	◯	◯	◯
9. I avoid forcing consensus; instead I allow it to emerge.	◯	◯	◯
10. I'm attentive to signs of groupthink.	◯	◯	◯

BUILDING AN INCLUSIVE WORKPLACE
SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I'm effective at selecting the right team members for particular issues.	○	○	○
2. I'm good at spotting subgroup tendencies.	○	○	○
3. I routinely model collaborative conversational rules.	○	○	○
4. I'm effective at promoting common purpose and shared values.	○	○	○
5. I know how to celebrate differences even as I transcend them.	○	○	○
6. I visit employees where they work.	○	○	○
7. I promote both formal as well as informal opportunities for team member get-togethers.	○	○	○
8. I routinely ask for the input of others even if I think I might disagree.	○	○	○
9 I can spot things that might separate people but connect people with things that can unite.	○	○	○
10. I understand the relationship between diversity, inclusion, and engagement.	○	○	○

SUSTAINABLE FINANCIAL PERFORMANCE SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I know the three most important metrics associated with revenues, costs, and investments for my team/organization.	◯	◯	◯
2. I'm routinely briefing my team on financial performance.	◯	◯	◯
3. I encourage employees to shape financial decisions as much as possible.	◯	◯	◯
4. I help team members understand that returns on any investment are uncertain.	◯	◯	◯
5. I can explain how the organization balances the tensions between costs, investments, and revenues.	◯	◯	◯
6. I seek to become more skilled at making financial decisions.	◯	◯	◯
7. I'm comfortable discussing financial issues (good and bad) with team members.	◯	◯	◯

INNOVATION SELF-ASSESSMENT

These questions are designed to provide developmental insights to enhance your effectiveness. Rate yourself, choosing either Improvement Needed, Solid, or Excels.

SELF-REFLECTION QUESTIONS

	IMPROVEMENT NEEDED	SOLID	EXCELS
1. I have created an Innovation Studio-a physical or virtual space, with a dedicated slot in team members' schedules to allow for innovative thinking.	○	○	○
2. I foster safe environments for new ideas to surface.	○	○	○
3. I use innovative language in my everyday vocabulary.	○	○	○
4. I often start with a "clean sheet of paper" to sketch new ideas and ask my team to do the same.	○	○	○
5. I encourage spontaneous, unplanned brainstorming sessions.	○	○	○
6. I'm patient with my team members as they grapple with new perspectives.	○	○	○
7. I liberally sprinkle the work environment with innovative tools like whiteboards, sketch pads, and pencils.	○	○	○
8. I actively refine divergent ideas to develop new platforms of thinking.	○	○	○
9 I don't place blame for mistakes; rather, I help my team learn from missteps.	○	○	○
10. I actively manage the dynamics between critique and criticism to allow progress to emerge.	○	○	○