

Balancing Leadership: Snapshot Self-Assessment

Enter your score in the white boxes. In a row with multiple white boxes, enter the same score.

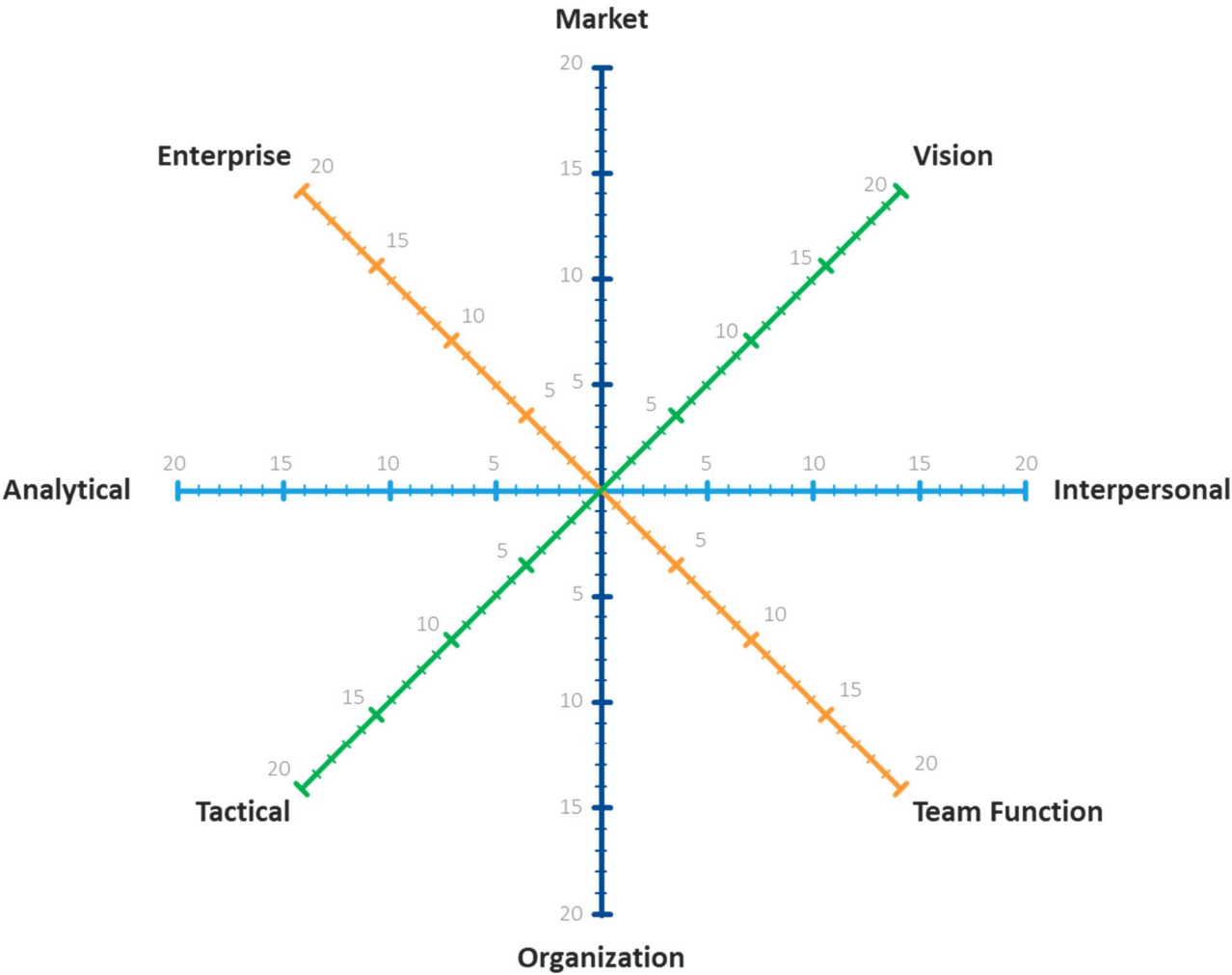
Scoring: Always=4, Most of the Time=3, 50% of the Time=2, Occasionally=1, Never=0

WHEN YOU GATHER INFORMATION ABOUT AN ISSUE OR DECISION YOU FACE, DO YOU...								
Dig deep in the details and data to understand the issue better?								
Need to understand the process and approach, the “how” before you decide?								
Consider a broad range of market forces (economic trends, political dynamics) that affect the issue?								
Consider the viability and impact on your organization?								
Look for competitor benchmarks?								
Identify peers to consult and ensure you understand their perspectives?								
Feel unable to make a choice without considering the impact on customers?								
Ensure you can articulate the connection to the enterprise vision and objectives?								
Understand the trade-offs for your team’s objectives and activities?								
Consider how you will align your team before making a choice?								
Look for ways to generalize specific issues by simplifying and looking at the big picture?								
Define the strategic vision to make even operational decisions?								
Need to understand the cost and benefits of every decision, even interpersonal ones?								
Ask stakeholders for concerns and considerations beyond the data?								
Jump to a conclusion based on your gut?								
Listen for bias and emotional perspectives in your conversations with your team?								
Consider if your team has the capability to execute?								
Subtotal for each pole								

Scoring: Always=4, Most of the Time=3, 50% of the Time=2, Occasionally=1, Never=0

WHEN YOU GATHER INFORMATION ABOUT AN ISSUE OR DECISION YOU FACE, DO YOU...								
Look for ways to leverage skills and work of others in the enterprise?								
Test the implications of the issue against long-range opportunity and vision?								
Feel generally uncomfortable if there are a lot of loose ends and uncertainty?								
Deliver a single consistent message to the team to ensure everyone “gets it”?								
Track progress through reports and metrics?								
Track what is happening in parallel in the marketplace?								
Hold teams accountable to project plans and milestones?								
Focus on finding the resources and support your team needs to deliver results?								
Anticipate the internal challenges to working across multiple priorities?								
Focus on the market risks and opportunities of delivering on your plan?								
Align your plans with work underway in other functions and organizations?								
Support the needs of other enterprise functions or teams as often as possible?								
Focus on the organizational challenges (e.g., finding and retaining talent) of delivering on the plan?								
See when your team is losing engagement and momentum?								
Monitor progress to ensure you and/or your team meet deadlines and targets?								
Highlight details that others miss?								
Frequently remind the team of the broader purpose?								
Track progress by listening for what is unsaid by your team or stakeholders?								
Total for score for each pole								
<i>(You could get a 20-point score on each pole. Total across both pages.)</i>	Market	Organi- zation	Team	Enterprise	Tactics	Vision	Empathetic	Analytical
	FOCUS		ORIENTATION		HORIZON		APPROACH	

Plot your profile on this chart and reflect on what this tells you:



What do you observe about your profile? What would you like to change?