

# KNOW THYSELF

A quick way to assess just which stage of leadership you've reached

Choose the most appropriate answer for each question, then see the instructions below to tally your score:

## 1. How would your co-workers describe the way you work?

- (a) I can be counted on to work independently.
- (b) I perform my tasks under fairly close supervision.
- (c) I set the direction for the business or a major part of it.
- (d) I contribute through other people as a coach, mentor, or idea leader.

## 2. Which statement best describes your role?

- (a) I influence others to make important decisions.
- (b) I am an expert in a specific area.
- (c) I use power to benefit the organization.
- (d) I depend on others to give me direction for my part of the project.

## 3. When someone in your group has a work-related problem in an area where you excel,

- (a) I coach the person or assign someone else to help the person fix the problem.
- (b) I offer to do the difficult work myself since my skills are better in this particular area.
- (c) I coach the person on how to do it.
- (d) I find ways to help out where I can.

## 4. How do you contribute to attaining group/team objectives?

- (a) I lead the team in my area of technical skills.
- (b) I deliver my technical/functional skills to the team.
- (c) I integrate with other internal/external groups to ensure that overall objectives are delivered.
- (d) I ensure that everything is coordinated and working together effectively.

## 5. What is your approach to solving problems?

- (a) I find the right group of people to help me solve a problem.
- (b) I try to make sure I am asking the right questions.
- (c) I am usually an expert in the area in which I work so I can solve most problems.
- (d) I work hard to solve problems that are related to my areas of expertise.

## 6. What is the most important barrier to your current development?

- (a) My concern with my own organization's success at the expense of overall corporate success
- (b) I lack self confidence.
- (c) I lack understanding of the "unwritten rules."
- (d) I'm too focused on my own work.

## 7. What are the keys to your success at this point in your career?

- (a) I attend to the detail and quality of my work.
- (b) I've established solid technical roots and a reputation for a high level of competence.
- (c) I find ways to influence the direction of a major part of the company.
- (d) I take responsibility for developing and coaching others.

## 8. What are your central work activities?

- (a) Shaping my organization's direction
- (b) Leading and developing others
- (c) Establishing distinctive competence
- (d) Performing tasks under fairly close supervision

## 9. The best way I can help others on my team is to:

- (a) Be a strong colleague and team player
- (b) Give others help when needed
- (c) Represent the business to external stakeholders
- (d) Build a strong network of internal and industry relationships

## 10. I am most interested in:

- (a) Testing key people to see if they have what it takes for future positions in this organization
- (b) Becoming a mentor to someone who has similar interests
- (c) Becoming the best in my field
- (d) Finding a mentor

After completing the questions, transfer your answers to the chart below by circling your response for each question.

- |   |      |      |      |      |
|---|------|------|------|------|
| ① | a. 2 | b. 1 | c. 4 | d. 3 |
| ② | a. 3 | b. 2 | c. 4 | d. 1 |
| ③ | a. 4 | b. 2 | c. 3 | d. 1 |
| ④ | a. 2 | b. 1 | c. 3 | d. 4 |
| ⑤ | a. 3 | b. 4 | c. 2 | d. 1 |
| ⑥ | a. 4 | b. 2 | c. 1 | d. 3 |
| ⑦ | a. 1 | b. 2 | c. 4 | d. 3 |
| ⑧ | a. 4 | b. 3 | c. 2 | d. 1 |
| ⑨ | a. 2 | b. 1 | c. 4 | d. 3 |
| ⑩ | a. 4 | b. 3 | c. 2 | d. 1 |

Tally up the number of 1s, 2s, 3s, and 4s. The stage with the highest score is where you fall on the leadership spectrum.

Stage 1: Helping and learning.....

Stage 2: Contributing independently.....

Stage 3: Contributing through others.....

Stage 4: Shaping organizational direction.....