



## Leadership Assessment Diagnostic

### Arete...

the ancient Greek concept of  
'Excellence through achieving your highest and greatest potential.'

This Leadership Assessment Tool is designed to support you in your Arete Journey... the lifelong process of reaching for your best potential. It can also be valuable in identifying areas you would like to improve, personally and professionally.

It is a self-diagnostic that asks you to conduct an honest appraisal of your leadership style and skills. It can help bring to light where you *are* spending your time compared to where you *want to be* spending more time. It also provides insight for our Executive Coaching engagement and future discussions - individually and in Peer Group settings.

Please complete the 30 questions by printing this document and working in 'pen and ink'. This is NOT a 'forced march' and this diagnostic is best worked on in pieces, over a three or four sessions when you have quiet time and are free from interruptions or distractions. When you're finished, please make a copy for me. You can scan and email or snail mail my copy. We will use it as a discussion guide in future One-To-One meetings.

Ben Griffin  
Chief Visionary & Cheerleader  
CEOIQ Peer Advisory Groups



The purpose of this review is to (1) assess your role as the leader in your organization, and (2) create the basis for discussing your leadership approach in our One-To-One meetings each month. Think of the assessment as a way to determine what your job description would look like if we were describing what you *currently do* versus what you, as the leader, *should be doing*.

1. What are the top four Key Result Areas for your company and what is *your* current role is in each (it is important to state what you *really* do versus what you *should* do). Key Results Areas (KRA's) are those things you view as most important, "what matters most" to achieving your goals and vision for the company. KRA's may include goals that you have assigned to individuals or teams in such areas as: training, marketing, sales, production, performance appraisals, career development planning, project team building, process team participation, customer relations, financial data and control, organizational structure and efficiencies, establishing strategic alliances and quality control.

KRA \_\_\_\_\_

My Role Currently is:

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KRA \_\_\_\_\_

My Role Currently is:

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KRA \_\_\_\_\_

My Role Currently is:

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KRA \_\_\_\_\_

My Role Currently is:

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2. What does your “normal” work week look like? Dealing strictly with work related matters, **how do you honestly now spend your time** – by percentage – in the following categories:

- Administration \_\_\_\_\_%
- Operational \_\_\_\_\_%
- Sales/Marketing \_\_\_\_\_%
- Payables, Check Signing, Receivables \_\_\_\_\_%
- Putting Out Fires \_\_\_\_\_%
- CEO Strategic Thinking or Planning \_\_\_\_\_%
- Other (Describe) \_\_\_\_\_%
- Total 100 %

3. Describe how key decisions are made in your company.

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4. How do you currently ensure performance and accountability with your key staff? (Be frank – if you are not doing this well –admit it!)

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5. Please describe the process for initiating capital expenditure purchases in your company. What guidelines currently exist in your organization? (Indicate amounts if the dollar authorities vary.) What role do you play in this process?

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6. If a 40-hour workweek can be considered standard – how much “overtime” would you normally put in to do your chosen or obligated tasks?

\_\_\_\_\_ Hours.

7. Rate your management team as a group, on a scale of 1 (low, weak) to 10 (high, strong).

\_\_\_\_\_ (Out of 10)

8. In the senior management category, what would be the points for the lowest ranked manager?

\_\_\_\_\_ (Out of 10)

9. How do you know the health and well-being of your company at any given moment – when asked? If you don’t – how long would it take you find out?

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10. Setting aside International or National Economic factors or major unexpected disasters, to what degree of accuracy / certainty (use a percentage) do you feel you can currently project where your company is going?

Next 12 Months

Next 3 – 5 Years

\_\_\_\_\_ %

\_\_\_\_\_ %

11. What strategies or processes do you use to maximize your potential for accurate short and/or long-term forecasting?

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12. How often do you personally “walk-the-floor” in your organization? Do you believe it has value?

Daily \_\_\_\_\_ Few Times A Week \_\_\_\_\_ Weekly \_\_\_\_\_ Monthly \_\_\_\_\_  
Never \_\_\_\_\_ Don't See a Reason to do this \_\_\_\_\_  
Value? \_\_\_\_\_ Scale of 1 (low) –10 (high)

13. Do you communicate through management tier(s) to general staff, or directly?

- Through Managers \_\_\_\_\_ % of the time.
- Directly \_\_\_\_\_ % of the time.

14. The “let’s-be-honest” section:

- Do you have fun at your job? \_\_\_ Yes \_\_\_ No \_\_\_ Sometimes
- Are your people happy? \_\_\_ Yes \_\_\_ No \_\_\_ Sometimes
- Are you preparing for the company’s future? \_\_\_ Yes \_\_\_ No
- Is it up to you to provide the answers? \_\_\_ Yes \_\_\_ No \_\_\_ Mostly
- Do you demand enough from your people? \_\_\_ Yes \_\_\_ No
- Do you have a staff development plan? \_\_\_ Yes \_\_\_ No \_\_\_ Partial
- Management meetings are held? \_\_\_ Too few \_\_\_ Too often \_\_\_ Just right
- Staff meetings are held? \_\_\_ Too few \_\_\_ Too often \_\_\_ Just right
- Is the company’s overall compensation plan satisfactory? \_\_\_ Yes \_\_\_ No
- Do you employ people you know you should terminate? \_\_\_ Yes \_\_\_ No
- Do employees feel free to criticize you, if needed? \_\_\_ Yes \_\_\_ No
- Does your style of leadership create any impediments to the success of your organization? If so, what are they?  
\_\_\_\_\_

15. What is one major strength and one major weakness of your management team?

- Strength \_\_\_\_\_
- Weakness \_\_\_\_\_

16. In your leadership category of things you do each month, please prioritize the following important seven identified tasks:

- Setting the vision and strategic direction of the company #\_\_.
- Creating strategic alliances. # \_\_
- Developing new products or services. # \_\_
- Staying in touch with customers. # \_\_
- Staying in touch with suppliers. # \_\_
- Managing the balance sheet. #\_\_
- Developing the culture. # \_\_
- Other (Describe) \_\_\_\_\_ . #\_\_

17. Are you grooming a successor? \_\_\_ Yes \_\_\_ No

18. Do you hold one to ones with your direct reports?

- \_\_\_ Yes \_\_\_ No
- How often? \_\_\_\_\_

19. How much personal retreat or “thinking space” do you allow yourself?

- Daily \_\_\_\_\_ Weekly \_\_\_\_\_
- Monthly \_\_\_\_\_ Annually \_\_\_\_\_ As required \_\_\_\_\_

20. I have delegated:

- All I need to \_\_\_\_\_
- Only \_\_\_ % of what I need and could delegate.

21. Financial problems arise:

- Often \_\_\_ Occasionally \_\_\_ Rarely \_\_\_ Never \_\_\_\_\_

22. How would you rank yourself as far as your personal organizational skills i.e. everything from the condition of your desk or office to managing a day’s activities to punctuality or recollection of appointments to planning for a project?

- Very good \_\_\_\_\_ Good \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_



23. Of the following, the part of my job I love the most and the part I like the least are:

	<u>Least Favorite</u>				<u>Favorite</u>
<input type="checkbox"/> Creating deals	1	2	3	4	5
<input type="checkbox"/> Negotiating	1	2	3	4	5
<input type="checkbox"/> Dealing with customers	1	2	3	4	5
<input type="checkbox"/> Financial planning	1	2	3	4	5
<input type="checkbox"/> Product development	1	2	3	4	5
<input type="checkbox"/> People management	1	2	3	4	5
<input type="checkbox"/> Selling	1	2	3	4	5
<input type="checkbox"/> Analyzing	1	2	3	4	5
<input type="checkbox"/> Administration	1	2	3	4	5

24. Have you established a Plan B? The what-if scenario! Or perhaps a disaster plan?

- Yes \_\_\_\_\_ No \_\_\_\_\_

25. What about your health?

- Are you satisfied with your regular diet? \_\_\_\_\_ Yes \_\_\_\_\_ No
- Do you exercise at least three times a week – 30 minutes each time?  
\_\_\_\_\_ Yes \_\_\_\_\_ No.
- How would you rate your current health on a scale of 1-10 (10 high) \_\_\_\_
- When was your last physical? \_\_\_\_\_ months ago.

26. What are you doing to encourage or support staff mental and/or physical wellness?

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27. Rank your personal communication skills and success with:

- The Rank and File Workers \_\_\_\_\_ 1 (low) –10 (high)
- Managers \_\_\_\_\_ 1 (low) –10 (high)
- Customers \_\_\_\_\_ 1 (low) –10 (high)

28. “Culture is the glue that holds an organization together. It encompasses beliefs, expectations, norms, rituals, communication patterns, symbols, heroes, and reward structures.”

“Culture is the present manifestation of the past, the challenges, successes, mistakes, and lessons learned. Culture becomes the organization’s memory; it guides behaviour and provides a sense of identity, stability, and organizational boundaries. Within organizational boundaries, people gauge the appropriateness of their thoughts, behaviours, and actions and determine the norms and values from the organization’s cultural rules and beliefs. In an organization where values are shared and enthusiastically embraced, employees can make decisions that positively affect the organization.” (Excerpt from “NUTS!”)

- How much do you believe in this cultural philosophy?

A lot \_\_\_\_\_ Somewhat \_\_\_\_\_ Not at all \_\_\_\_\_

- How successful have you been in overseeing the growth and development of your own corporate culture?

Very successful \_\_\_\_\_ Mediocre \_\_\_\_\_ Poor \_\_\_\_\_

29. How good are you at “cheering” employee accomplishments publicly, while critiquing their underachievements in private?

- Poor \_\_\_\_\_ Fair \_\_\_\_\_ Good \_\_\_\_\_ Very Good \_\_\_\_\_

30. What is the main frustration in your leadership role?

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