MANAGING VS LEADING REALITY-BASED SELF-ASSESSMENT

Below are 24 questions – four for each of the six major aspects of a leader's role. Answer each question as quickly and candidly as you are able by marking TRUE or FALSE.

PLANNING

1.	I invest time in planning objectives and desired outcomes for projects.	True	False
2.	I have little time for planning ahead.	True	False
3.	I involve others in shaping plans.	True	False
4.	I tend to operate on a short-term or crisis-to-crisis basis.	True	False

GOAL-SETTING

5.	I work with others to develop and achieve their goals and plans.	True	False
6.	When I set goals, I tend to hand them down to employees as instructions.	True	False
7.	I make sure that goals and expectations are always written down, clear, and informative for management.	True	False
8.	I am more activity-/task-oriented than results-/goals-driven.	True	False

GIVING PERFORMANCE FEEDBACK

9.	I give feedback related directly to what employees are working on regularly.	True	False
10.	I give feedback at annual review time.	True	False
11.	I provide both positive and negative feedback in a specific way, so the staff always knows where they stand.	True	False
12.	I occasionally give praise but am more likely to give feedback when something has gone wrong.	True	False

DEALING WITH PERFORMANCE PROBLEMS

13.	I address issues as they arise with a solutions-oriented approach.	True	False
14.	I often feel uncomfortable addressing performance problems and avoid it if I can.	True	False
15.	I work with employees to map out plans for improvement.	True	False
16.	Seeking punitive measures is often the first action I take when dealing with performance problems.	True	False

DELEGATING

17.	I delegate as much as possible to maximize resources and improve productivity.	True	False
18.	I tend to delegate little beyond simple tasks.	True	False
19.	I delegate based on staff development needs and succession plans.	True	False
20.	When I delegate a task, I expect staff to complete it with minimal help from me.	True	False

MENTORING & STAFF DEVELOPMENT

21.	I take an active interest and get involved in employee training and growth.	True	False
22.	I take a learn-on-your-own, sink-or-swim approach to development.	True	False
23.	I encourage staff to consider extra training and lateral moves within the organization when it might might expand their capabilities long-term.	True	False
24.	I am primarily concerned with staff members' performance in their current jobs, since these days turnover is high, and we are unlikely to keep staff long-term.	True	False

SCORING:

Add up your TRUE responses for all ODD-numbered statements above. _____

Add up your TRUE responses for all EVEN-numbered statements above. _____

The odd-numbered questions are LEADERSHIP indicators, while the even-numbered questions are correlated to MANAGEMENT. Therefore, if your first score above is lower than or equal to your second score, you are definitely over-managing and under-leading. If you scored high for LEADERSHIP indicators, that's great news. Review your answers within each of the six aspects and see if you scored higher for MANAGEMENT in one or more of them. This will show you the skills you most need to develop in order to Lead First, Manage Second.