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 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.