LEADERSHIP CONVERSATIONS ASSESSMENT SCORING SHEET AND FEEDBACK

INSTRUCTIONS: Use this scoring sheet to determine your score for each of the four leadership conversations. The score will be between 0 and 30 for each of the four conversations types. The combined score for all four conversations should be 60.

	Building Relationships	Developing Others	Making Decisions	Taking Action

1. When giving feedback to a direct report regarding performance improvements, you:
   A) are concerned about delivering it in a way that strengthens the relationship
   B) coach them in specific improvement techniques
	A=1	B=1	---	---

2. In your experience, the most effective way to optimize performance is to:
   A) push each person to stretch their capabilities and produce more
   B) encourage people to develop at their own pace in their own ways
	B=1	A=1	---	---

3. You mostly expect your people to:
   A) measure their own results and learn from their successes and failures
   B) improve performance based on assistance from you and others
	A=1	B=1	---	---

4. When you promote people, you generally:
   A) choose someone whom you know already has the required skills
   B) accept that people will require some training in the skills required for the position
	A=1	B=1	---	---

5. You believe that long-term organizational success depends more on:
   A) developing people who are already employees
   B) building relationships with and hiring top quality people
	B=1	A=1	---	---

6. Your personal success depends on:
   A) how effectively your team works together on a daily basis
   B) how well your team has been trained to do their jobs
	A=1	B=1	---	---

7. Which of the following contributes more to top performance:
   A) feedback conversations that improve your people's performance
   B) conversations that motivate your people
	B=1	A=1	---	---

8. Which of the following is more important to achieving organizational goals:
   A) training, process improvements, and new technologies
   B) cultivating strategic partnerships
	B=1	A=1	---	---

9. Which of the following is more likely to produce superior results:
   A) a group of people who share common goals and align behind a plan
   B) a group of people who are highly skilled and work together efficiently
	A=1	B=1	---	---

Question	Col1	Col2	Col3	Col4
10. Your future success is more likely to depend on: A) how well you have developed your successor and your team B) relationships you have formed with your peers and those above you	B=1	A=1	---	---
11. In order to reach an effective decision, it is most important to: A) allow people to explore the alternatives they identify B) direct the conversation toward truly viable alternatives	A=1	---	B=1	---
12. In your experience, the ultimate success of a decision depends mostly on: A) coming up with the right decision and an effective implementation plan B) building consensus among your people for the decision and the plan	B=1	---	A=1	---
13. You invest more of your time in: A) giving people the skills, resources and tools they need to get the job done B) helping people build internal and external relationships needed to get the job done	B=1	---	A=1	---
14. In leading a decision-making conversation, you: A) avoid conflict by allowing each person to express their perspective B) push introverts to participate and restrain extroverts from dominating	A=1	---	B=1	---
15. In order to get everyone involved in decision-making, you: A) use techniques that combine diverse ideas into a unified solution B) encourage people to express diverse views even if it complicates the process	B=1	---	A=1	---
16. In making a decision, you put more weight on: A) your experience, data, and proven techniques B) the ability of your people to implement the decision	B=1	---	A=1	---
17. You invite people to participate in decision-making conversations primarily because: A) they understand the situation and will contribute to the decision B) their buy-in eventually will be required during implementation	B=1	---	A=1	---
18. When there are two conflicting alternatives, you: A) discuss the pros and cons of each alternative and then take a vote B) search for a solution combines the two alternatives	B=1	---	A=1	---
19. When someone offers an off-the-wall suggestion, you: A) explore why the person thinks it might be a good idea B) acknowledge the suggestion and move on with viable possibilities	A=1	---	B=1	---
20. In evaluating the pros and cons of an alternative, you rely more on: A) the perspectives and preferences of your people B) a structured decision-making process and past results	A=1	---	B=1	---

21. The primary criteria you apply in assigning tasks to people is their: A) ability to achieve the objective effectively and efficiently B) preference for what they like to do and what they do best	B=1	---	---	A=1
22. To compete in a market where expertise is scarce, you have more confidence in: A) an employee-referral bonus programs to identify top-notch people B) a dependable headhunter who has identified top-notch people in the past	A=1	---	---	B=1
23. Your future success (and next promotion if you want one) depends on your ability to: A) build relationships and motivate others B) produce results that meet or exceed goals	A=1	---	---	B=1
24. When you start a major new project, you are more likely to: A) gather everyone together to discuss alternative strategies and assignments B) allow your key assistants to tell people what they are expected to do	A=1	---	---	B=1
25. The primary reason for getting to know your people well is to learn: A) how to motivate them and assist them in getting the job done B) their goals so you can give them assignments that advance their career	B=1	---	---	A=1
26. In choosing courses of action, you usually pick an approach that: A) leverages your team's strengths B) avoids your team's weaknesses	B=1	---	---	A=1
27. You place a higher priority on: A) getting things done correctly and on time B) working together collaboratively to produce results	B=1	---	---	A=1
28. You consider it more important to: A) build an atmosphere of trust and respect B) produce superior short- and long-term results	A=1	---	---	B=1
29. If one of your people was highly competent but aggressive and disruptive, you would: A) fire them if they refused to change their behavior B) put them in a position to minimize the disruption they cause	A=1	---	---	B=1
30. When you realize that you might not reach a goal, your first instinct is to: A) work harder and longer and apply additional resources B) determine if the goal is realistic and identify what is getting in the team's way	B=1	---	---	A=1
31. In conducting a decision-making conversation, you usually: A) allow your people to make the decision even if it is less than optimal B) guide your people toward the alternative that you feel is optimal	---	A=1	B=1	---

Question				
32. Having technical experts on your staff are more valuable for their ability to: A) separate good ideas from bad ones and minimize risk B) teach people how to deliver quality products and services	---	B=1	A=1	---
33. When you and your people are under pressure in a time-critical situation, you: A) ask questions to explore alternatives even after a decision seems clear B) ensure that your people know how to do each of their assigned tasks	---	A=1	B=1	---
34. Which of the following approaches do you use more often in conversations? A) teaching your people to avoid problems by recognizing early symptoms B) saying "*I don't know*" to your people to open the door to creative thinking	---	A=1	B=1	---
35. When urgency forces you to make a decision before you can analyze alternatives, you: A) ask several people whom you respect what they would do and why B) support your people even if their results fall short of expectations	---	B=1	A=1	---
36. Which statement best describes your perspective on changes in your industry: A) industry changes drive your decision-making conversation B) you are building a learning organization that evaluates change continuously	---	B=1	A=1	---
37. When decision-making conversations drift toward low-value possibilities, you: A) ask questions that enable your people to discover the shortfalls on their own B) use structured techniques to quantitatively compare alternatives	---	A=1	B=1	---
38. You are more likely to engage more people in a decision-making conversation when: A) the scope and significance of the decision requires multiple perspectives B) people must understand how to implement the decision you reach	---	B=1	A=1	---
39. In order to find the best solution to a complex challenge, you: A) evaluate alternatives in terms of your goals and performance objectives B) ask questions to stimulate the group's creativity	---	B=1	A=1	---
40. When you are under pressure, you tap into your people's experience in order to: A) gather the information necessary to make an effective decision B) identify ways that people can do things faster and better	---	A=1	B=1	---
41. You sometimes tolerate minor mistakes and less-than-expected results because: A) they are a natural part of growth and are useful as learning experiences B) correcting minor mistakes can be disruptive and impede progress	---	A=1	---	B=1
42. In a typical day, you give more feedback to your people relative to: A) solving immediate problems and resolving issues B) improving your processes and training your people	---	B=1	---	A=1

43. You are more likely to analyze: A) a failure in order to eliminate performance issues B) a success in order to reinforce factors that contributed to success	---	B=1	---	A=1
44. Under normal circumstances, you are more likely to assign tasks to people that: A) enable them to enhance their skills and strengthen their relationships B) they are likely do the best and fastest	---	A=1	---	B=1
45. Which statement best describes your approach to asking questions: A) You don't ask questions when you pretty much know what actions to take B) You ask questions to learn about people and what they need to be successful	---	B=1	---	A=1
46. After you have developed the plan for a new project, you ask your people: A) if it is complete, executable, and likely to achieve the goal B) if there is another approach that would achieve the goal more efficiently	---	B=1	---	A=1
47. When your team is about to begin execution of a strategic initiative, you: A) tell each of your people what you expect from them B) initiate action and address issues as they arise	---	A=1	---	B=1
48. In order to optimize overall performance, you: A) emphasize coordinated action B) coach individuals to improve their performance	---	B=1	---	A=1
49. Which statement best describes your approach for preparing people for promotions: A) you have conversations so people know what they must do be promoted B) you inspire people to achieve goals because promotions depend on results	---	A=1	---	B=1
50. When your team is falling short of its goals, you examine the situation to see if: A) the shortfall is caused by skill, behavioral, or personal issues B) a reallocation of tasks or more resources are required	---	A=1	---	B=1
51. You believe that, in most situations, it is more efficient to: A) initiate action and make in-process adjustments B) hold planning conversations to ensure that everyone knows what to do	---	---	B=1	A=1
52. You hold planning conversations mainly to enable your people to: A) make effective decisions when they encounter unexpected situations B) coordinate their actions even though they work in different areas or locations	---	---	A=1	B=1
53. Which is a larger concern when you consider changing your organization? A) disruptions and delays in normal operations B) dealing with resistance during implementation	---	---	B=1	A=1

54. In your experience, teams are most effective and efficient when they: A) have superior skills and sufficient resources B) align with each other based on shared purpose and shared goals	---	---	B=1	A=1
55. You invest the most time to build relationships that will help you: A) recognize market shifts and plan for the future B) get today's job done effectively and efficiently	---	---	A=1	B=1
56. Which statement best characterizes your view of feedback conversations? A) you give and receive feedback every day to stay in touch with your people B) you hold performance reviews and give feedback when required between reviews	---	---	A=1	B=1
57. Which type of tactical plan do you consider most likely to be successful? A) a plan where everyone's actions are clearly defined and integrated B) a plan that clearly supports the organization's strategic direction	---	---	B=1	A=1
58. Which is the best way to ensure people understand your organization's strategy? A) involve as many of them as possible in strategic analyses B) discuss priorities during routine planning and production conversations	---	---	A=1	B=1
59. When beginning a new project, you: A) start after partial planning in order to learn more about what really works best B) ensure you have a comprehensive plan that considers all alternatives and issues	---	---	B=1	A=1
60. Which statement best describes your approach to stimulating creativity? A) you encourage people to be creative in doing their jobs better and faster B) you ask questions of your people in order to be creative in decision making	---	---	B=1	A=1

END OF ASSESSMENT

Please double-check that you have responded to all questions

FEEDBACK TO USERS
BASED ON POINTS SCORED BY CONVERSATION TYPE (Updated Jan 14)

Thank you for completing the *Leadership Conversations* assessment. We understand that some choices were difficult because you reacted favorably or unfavorably to both responses. How you dealt with those choices reveals a lot about your leadership priorities. Based on your responses to all questions, the following paragraphs assess your strengths and preferences in each of the four types of leadership conversations.

Leadership Conversation	0-10 Points	11-19 Points	20-30 Points

Building Relationships	**Building Relationships.** Your bias away from conversations whose main focus is relationship-building may allow you to produce good short-term results, but in the long run it could contribute to reduce loyalty and limit your success. People and your relationship with them count – that's in the DNA of virtually all successful leaders.
	
	   Invest time to learn the special abilities and preferences of each person you work with. Focus on tools and techniques from Part Two, Conversations to Build Relationships, in the areas of the new rules, recognizing strengths and shadows, and embracing differences. Relationship building is an activity that great leaders do instinctively. Compile a list of valuable new relationships that would contribute to your success and take action to meet the people you identify on that list.
		Building Relationships. The effective way you integrate relationship-building in all of your leadership conversations is likely to connect and align people and produce top results. Your ability to strengthen relationships, build new ones, and use relationships to form productive teams is a valuable skill. The relationships you form today will enable you to make great decisions and take powerful actions in the future.
		
		   Choose tools and techniques that will instill a relationship-focused culture throughout your organization. Consider becoming a mentor to other leaders for relationship-building since it is a strength of yours. Because relationships are the catalyst for achieving orders of magnitude more than you could do alone, look for more opportunities to obtain feedback from and provide useful feedback to your people.
			Building Relationships. Your strong preference for relationship-building conversations means you understand that success depends on attracting, motivating, and connecting with high-potential followers. Your emphasis on seeking alignment is a strength, but it sometimes may get in the way of making difficult decisions and taking decisive action - especially if you are a first-line manager with deadlines to meet.
			
			   Use your strength in relationship-building conversations as the cornerstone of your success strategy. You have the inclination and ability to build a relationship culture in your organization by mentoring people about how to form effective transactional and trusted relationships. Tools and techniques from Part Four, Conversations to Make Decisions, and Part Five, Conversations to Take Action, will be especially valuable in expanding your success.

Developing Others	**Developing Others.** The low priority you place on conversations whose purpose is to develop others indicates you expect people to learn what they need to know on their own. Under that approach, your high performers may succeed because of their internal drive, but lack of useful feedback could cause your average people to remain average and your weak people to fail. By under-developing people, you weaken your bench strength and may put yourself at the mercy of headhunters in the war for talent to fill open positions.
	
	  Help your people grow and succeed by providing feedback and mentoring them. Focus on Conversations to Develop Others to identify tools and techniques that will help you hold effective baseline and feedback conversations.
		Developing Others. The priority you attach to developmental conversations shows that, as a leader, you are encouraging people to learn new skills and improve their performance. By balancing your conversations between meeting today's goals and developing people, you are investing in your success and the future of the organization. You are likely to have turnover rates below average for your industry. In addition, developing leaders internally allows you to fill new and open positions from the inside which gives you an advantage in the war for talent.
		
		  By developing people you are preparing for emerging opportunities in addition to industry-wide and organization-unique changes. Choose tools and techniques that would be effective in building a leadership development program as that is a cornerstone of your organization's growth strategy.
			Developing Others. The high priority you attach to developmental conversations indicates that you provide the environment and feedback for people to learn and improve their performance. You probably enjoy teaching and organizational development is a strength for you. You understand how to develop high potentials, fill the succession pipeline, hold baseline and feedback conversations, and celebrate success. On the other hand, the volume of your feedback may at times seem like you are trying to control instead of lead your people.
			
			  Ask more questions of your people instead of making assumptions – even when you think you know the answers. Develop tools and techniques that involve your people more deeply in decision making. In addition, include actions to institutionalize leadership development in your organization. Mentor your executives and at the same time learn how to engage your people more actively in the decision-making and taking-action processes.

Making Decisions	**Making Decisions.** Your decision-making conversations push more toward taking action rather than thorough analyses - possibly because you feel that evaluating alternatives and obtaining buy-in take too much time. While your approach often gets things started faster, people may not understand the objectives completely and you may find yourself making significant mid-course corrections especially when unanticipated events occur.
	
	  Ask more questions upfront, particularly in situations with ambiguous circumstances, tight deadlines, and high stakes. Focus on Conversations to Make Decisions which will provide practical tips for developing your judgment gene, becoming curious, and finding the third alternative – the one that
		Making Decisions. You adeptly use decision-making conversations to whittle a universe of possibilities into decisive actions and superior results. Your decisions are effective because they usually engage the knowledge and experience of your key people. You factor data and trends into your decisions, but also consider the abilities of the people who will execute the decision. Consequently, you and your people often can handle unexpected events and still operate in alignment.
		
		  Consciously or unconsciously, you already use a structured process to evaluate issues, identify alternatives, solicit inputs, and make decisions – teach that process to your key people. Keep in mind that decision-making conversations are among the most valuable time you spend with people. Use those conversations
			Making Decisions. Your strong emphasis on decision-making conversations indicates that you think things through thoroughly and want to avoid mistakes. You expect to make the right decision every time. However, while leaders must be confident that they are making the best decision in each situation, they miss the mark occasionally and don't let that possibility paralyze them.
			
			  Avoid spending excessive time trying to get more information or seeking the ideal solution. Choose tools and techniques that help your people develop their judgment gene, ask great questions, and find the alternative that exceeds everyone's expectations. Be observant in your observations of other leaders to see how they gather essential inputs from their people and other sources, rely on their personal judgment and

	exceeds everyone's expectations. Think through how to develop a repeatable and efficient decision-making process. Delegate more and remember that actions often are not as urgent as they seem.	to help them see the big picture and be inspired to seize opportunities. Consider mentoring other leaders whenever possible.	experience, and make timely decisions with full confidence that their people will perform and the numbers will work.
Taking Action	**Taking Action.** Your low emphasis on conversations about taking action says you have confidence in your people. On the other hand, intermittent how-goes-it conversations might allow deviations from plan to grow large before you become aware of them and necessitate intense 11th hour efforts to reach goals and meet deadlines. Sometimes, your irregular progress checks may seem like interruptions to others. In today's always-connected world, it's easy to hold conversations with your people to measure progress and review intermediate results. Focus on Conversations to Take Action which offers tools and techniques for managing change, inspiring people, and learning from success as well as failure. Have taking-action conversations with your people more frequently so they (and you) can recognize and respond to change in a timely manner.	**Taking Action.** You balance conversations knowing that relationship-building, developing-others, and decision-making produce unified action. Your planning conversations are likely to quantify expectations, and your feedback conversations effectively compare in-process results to the plan in order to fine-tune the action. Because of their conversations with you, your people probably exhibit teamwork, are efficient, and generally react effectively to unexpected developments. Continue to ensure that each person on your team supports the plan, understands his or her role, and knows what results are expected. Always keep in mind that ending or curtailing old actions is as important as starting new ones. Use action conversations to align your people and learn what motivates them. Some are motivated by encouragement, some respond to enticements, some are driven by competition, and others need structure.	**Taking Action.** Your frequent use of taking-action conversations indicates that you focus on getting things done correctly and completely. When the action begins, you execute the plan, allocate resources efficiently, and focus on achieving results. On the other hand, status checks and pushing people to do more may disrupt progress at times and cause them to feel as if they are being micromanaged. Shift your focus toward the leadership mindset of doing the right things (rather than doing things right) and ensure that the strategy goals are clear in everyone's mind – including yours. Continually incorporate items tools and techniques for managing change, inspiring people, and learning from success. Observe how other great leaders inspire teamwork by showing their people a better future and how they can be part of it. As the result, people work diligently to achieve goals they believe in and know they will share in the rewards. Once the objectives are clear, give your key people more latitude to be successful.

This assessment establishes a baseline for you to consider when you work with all of your stakeholders and perhaps to suggest where you might want to re-read parts of the book. We hope this assessment has provided an important view into your leadership development. If you have further questions, please contact us at mailto:customerservice@myleadershipconversations.com!