

The Trusted Leader Self-Assessment

(Adapted from the original assessment by Robert Galford and Anne Seibold Drapeau)

Please indicate your level of agreement or disagreement on the 1-5 scale shown below each statement by circling one number.

Section I (Questions 1-5): The course you are setting for your organization

1. The people I have selected to be on my team are more skilled or talented than I am.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

2. The people I currently lead are smarter or more talented than I am.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

3. I have played a significant role in the development of people in this organization who are outside of my area of direct responsibility.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

4. At least two or three people in this organization would regard me as an active yet informal mentor.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

5. I give people more latitude for error than do most other leaders.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

Section I Total (Questions 1-5): The course you are setting for your organization

Please add the numbers you have circled in your responses to each of the above questions in this section and write the total here:

Section I Total: _____

Section II (Questions 6-11):

How well you know and model appropriate leadership behaviors

6. The people I lead have a clear, explicit understanding of the desired leadership characteristics of the organization.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

7. I openly praise the people I lead.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

8. People I lead feel free to disagree with me publicly.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

9. People understand the evaluation and reward standards I have established and consider them equitable.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

10. I am considered highly trustworthy by the people I lead.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

11. I trust the people on my team implicitly.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

Section II Total (Questions 6-11):

How well you know and model appropriate leadership behaviors

Please add the numbers you have circled in your responses to each of the above questions in this section and write the total here:

Section II Total: _____

Section III (Questions 12-15):

Evaluating your progress in establishing your legacy

12. There is a succession plan in place for me, and I have shared it explicitly with someone who could implement it if necessary.

1 2 3 4 5

Disagree Strongly Sort of Agree Strongly

13. I have explicitly told my potential successor how valuable he or she is to the organization and to me personally, as well.

1 2 3 4 5
Disagree Strongly Sort of Agree Strongly

14. I know what my legacy to this organization will be.

1 2 3 4 5
Disagree Strongly Sort of Agree Strongly

15. The individuals in this organization could easily articulate what my legacy to this organization will be.

1 2 3 4 5
Disagree Strongly Sort of Agree Strongly

Section III Total (Questions 12-15):

Evaluating your progress in establishing your legacy

Please add the numbers you have circled in your responses to each of the above questions in this section and write the total here:

Section III Total: _____

Section IV (Questions 16-20): Clarity, trust, and sustainability

16. This organization (or the part I lead) would be in fine shape tomorrow if today were suddenly my last day in the organization.

1 2 3 4 5
Disagree Strongly Neither Agree nor Disagree Agree Strongly

17. This organization (or the part I lead) would be in fine shape two years from now if today were suddenly my last day in the organization.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

18. Everyone in this organization knows our organization's vision for the future.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

19. Conflicts are resolved in this organization in a healthy and timely fashion.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

20. I explicitly discuss the importance of trust with the people in the organization.

1 2 3 4 5

Disagree Strongly Neither Agree nor Disagree Agree Strongly

Section IV Total (Questions 16-20): Clarity, trust, and sustainability

Please add the numbers you have circled in your responses to each of the above questions in this section and write the total here:

Section IV Total: _____

Total your scores from all four sections:

Section I _____ + II _____ + III _____ + IV _____ = _____ Total

Total Scores: What it Means

If your total score is less than 60, either you are far too self-critical or you have some work ahead of you.

If your total score is between 60 and 80, then you are in the range of where most people in leadership roles fall. You may be a good performer in a particular environment, but the question arises regarding how easily you would make the transition should that environment or the surrounding circumstances change.

If your total score is between 80 and 90, then you are probably working with some clear successes in the realm of trusted leadership. You are probably finding more of your challenges to be specific, identifiable ones, rather than general issues of overall effectiveness.

If your total score is 90 or above, you are doing very well, and given that, it would be helpful for you to examine how to raise the bar for performance for your entire organization. Remember, this is a self-assessment. With that high of a score, it makes sense for you to have a number of people rate you anonymously on these dimensions.