

The *Next Level* Self Assessment

Rate yourself on the following Next Level leadership behaviors using a five-point scale:

- 1 - significant improvement needed
- 2 - some improvement needed
- 3 - competent
- 4 - strong performance
- 5 - role model level performance

Take a bigger picture look by totaling your ratings for the three behaviors related to each chapter of *The Next Level*. Use your self-assessment to determine the focus of your Executive Success Plan™ (ESP) as discussed in Appendix A of the 3rd edition of *The Next Level: What Insiders Know About Executive Success*.

	Score	Total
PERSONAL PRESENCE: Manage Yourself		
Pick Up Confidence Let Go Of Self Doubt	Chapter 2	
Regularly seek out knowledge and experience needed to perform at higher levels.		
Achieve results through others rather than by myself.		
Make timely decisions based on the available information.		
Pick Up Regular Renewal Let Go Of Running Flat Out	Chapter 3	
Pace myself by building in regular breaks from work.		
Spend time taking the big picture perspective.		
Manage workload so that I have time for unexpected problems or issues.		
Pick Up Custom Fit Communications Let Go Of One Size Fits All Communications	Chapter 4	
Tailor my communications style to the needs of the particular audience.		
Communicate with a clarity of purpose and desired outcome.		
Contribute to creating an environment in which everyone is comfortable engaging in open and honest dialogue.		

TEAM PRESENCE: Leverage Your Team		
Pick Up Team Reliance Let Go Of Self Reliance	Chapter 5	
Act as a coach to my team rather than doing the work for them or micro-managing their work.		
Effectively differentiate between efforts which require perfection and those for which “good enough” is sufficient.		
Create an environment in which team members contribute to goal setting and problem solving.		
Pick Up Defining What To Do Let Go Of Telling How To Do It	Chapter 6	
Regularly take time to step back and define or redefine what needs to be done.		
I’m clear about the outcomes that need to be achieved and communicate those to the team.		
Give my team the space to come up with their own solutions.		
Pick Up Accountability For Many Results Let Go Of Responsibility For A Few	Chapter 7	
Create a functional agenda that clearly supports the broader organizational agenda.		
Take accountability for working with peers to address opportunities or solve problems that fall outside of my functional role.		
Accept accountability for my team’s mistakes or failures and move quickly to correct them.		

ORGANIZATIONAL PRESENCE: Engage Your Colleagues		
Pick Up Looking Left, Right, And Diagonally As You Lead Let Go Of Primarily Looking Up And Down As You Lead	Chapter 8	
Make offers in support of the agendas of peers and follow through on those commitments.		
Seek out the input of peers, subordinates and superiors in the organization.		
Have a clear point of view about what needs to be accomplished and ask peers to contribute to achieving those results.		
Pick Up An Outside-In View Of The Entire Organization Let Go Of An Inside-Out View Of Your Function	Chapter 9	
Put the agenda of the broader organization ahead of my functional agenda.		
Work to understand what is important to other functions and how those priorities fit into the bigger picture for the organization.		
Push myself and others to challenge assumptions about how best to operate in a competitive external environment.		
Pick Up A Big Footprint View Of Your Role Let Go Of A Small Footprint View Of Your Role	Chapter 10	
Demonstrate an understanding of the impact of my comments and actions on the morale of the organization and make appropriate choices.		
Choose effectiveness as a more important outcome than “being right.”		
Give others my full presence and attention during meetings and conversations.		