

## Leadership Self-Assessment – Potential Derailers

Factors known to have derailed those pursuing or on an executive career path	Feedback I have received related to this derailer in the past
<b>DELIVERING RESULTS</b>	
Difficulty making and meeting commitments – i.e. <i>are you slow to commit to a path forward or have you failed to deliver on commitments made without renegotiating around expected outcomes?</i>	
Takes credit for the work of others – i.e. <i>do you sometimes allow others to think that you had created the presentation or document when it is the work of another employee?</i>	
Difficulty communicating clearly and persuasively in executive-level meetings – i.e. <i>do you find others losing interest when you talk, or do you hear that you are too much into the details or not enough in the details?</i>	
<b>PERSONAL STYLE/IMPACT</b>	
Abrasive, arrogant or insensitive to personal impact on others – i.e. <i>have you been told that your attitude towards people is too harsh?</i>	
Puts self-interest above company good – i.e. <i>have you chosen to focus on activities that put you in the limelight when you may have needed to be with your team leading them through a tough patch and getting a project back on track?</i>	
Lack of political savvy – i.e. <i>have you failed to engage with the right people before you launched a large project only to find unexpected levels of resistance from colleagues or executives in other parts of the organization?</i>	
Approval seeking – i.e. <i>Do you fail to act at times because you want to please other senior and executive level leaders and want them to like you?</i>	
Failure to balance work and personal life – i.e. <i>do you spend most evenings at the office until late and work also through weekends? Are your loved ones complaining about the time you regularly spend working? Are you no longer finding time to see those you care about or doing hobbies and sports that you enjoy, and which energize you?</i>	
Perfectionist or Micromanager – i.e. <i>do you expect a lot of rework from your team based mainly on your preference for small details which may not impact the success of project outcomes?</i>	
<b>Decision-making and Courage</b>	
Hesitancy to confront difficult or unpleasant situations – i.e. <i>Do you avoid performance management discussions and feedback and instead lie to underperformers about the work they deliver?</i>	
Difficulty dealing with ambiguity – i.e. <i>do you show signs of frustration or anxiety when your team needs to deal with unknown factors? Are you able to steer your team to the next step when it is not 100% clear what the best answer(s) may be?</i>	
Hesitancy to take necessary risks – i.e. <i>do you hesitate taking action at critical moments when you do not know all the facts? Or do you neglect assessing risks to understand which ones you are able to avoid or mitigate?</i>	
Makes decisions without considering the impact (on business results or other parts of the organization) – i.e. <i>do you make decisions only with the well-being of your project in mind and miss a possible negative impact on another part of the organization or a client?</i>	

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Hesitancy to delegate – *i.e. do you often feel that it would be faster if you handled it yourself? Or you do not have the time to teach someone else to do what you are good at?*

**What I would like to develop through a mentor/coach over the next year:**

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