

# From Manager to High Performance Leader



## 99-POINT PROGRESS CHECKLIST

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	Providing Direction	Problem-Solving	Support/Reliability	Team Involvement	Recognition	Interpersonal Skills	Culture Building	Coach/Influencer	Personal Power

In this self-assessment you will discover 99 areas of competency that a Leader can use for success.

Completing this assessment will:

- ✓ enable you to make the choices about the areas in which you wish to develop
- ✓ enable you to identify the areas which are not strengths for you and from there you can decide how you will minimize the impact of those weaknesses
- ✓ help you understand how your actions and focus creates an environment which enables people to perform at their best
- ✓ enables you to focus on the areas which are critical to the development of a high performance work environment

The nine areas of focus are:

1. Providing Direction	6. Interpersonal Skills
2. Problem-Solving/ Decision Making	7. Culture Building
3. Support/Reliability	8. Coach/Influencer
4. Team Involvement Communication	9. Personal Power
5. Recognition	

**Notice:** This leadership self-assessment outlines the skills and styles that members of a high performance work environment can benefit from. This program is owned exclusively by Shelley Holmes and **any adaptation or corporate use requires licensing and royalty payment.** Corporate members of the **Make A Dent Club** are free to use this self-assessment as often as they like.

**Brought to you by:**

Shelley Holmes

## INSTRUCTIONS

There are 4 steps to completing this assessment:

### Step 1

Answer each question. If the statement is true, fill in the square. If not, leave it blank until it does become true for you. If the item does not apply or will never be true for you, give yourself credit for it. (You may do this for up to 5 items). And, feel free to rewrite or reword up to 5 of the items to better suit you, your needs/circumstances. Be a rigorous grader – self-assessments are only as useful to you as you are honest in your completion of them

### Step 2

Summarize each section. Add up the number of filled in squares for each of the 9 sections and write those amounts where indicated. Then add up all nine sections and write the current total in the box on the front of this form.

### Step 3

Color in the Progress Chart on the front page. If you have 5 squares filled in the Culture Building section, color in the bottom 5 boxes, and so on. This gives you a graphical representation of your strength and weaknesses areas. You can then decide which, if any, of the areas you want to ensure do not become problematic for you.

### Step 4

Reassess yourself regularly to ensure you have implemented systems/strategies that are enabling you to work to your strengths and manage around your weaknesses. Ask your Coach or a friend to assist you.

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## 1: Providing Direction

*A High Performance Leader ensures that each individual, and the collective team, understands their unique role in the business and its impact today and in to the future*

- I have made it clear to my team why this business unit exists and how it fits into the total organizational picture
- I have helped my team to develop and focus on our team objectives
- I have helped the individuals in my team to develop and focus on their personal objectives
- I have a long-term strategic focus for this business unit, while still being able to provide direction for day-to-day issues
- I have made sure that each team member is clear about the results s/he needs to deliver and how they are expected to contribute to the team
- I ensure each person receives prompt feedback on how well s/he is doing
- I ensure the entire team gets prompt feedback on how well we are doing as a team
- I have ensured that each person knows who is responsible for doing what by when
- I ensure that we work persistently toward agreed-upon goals despite opposition, distractions, and setbacks

\_\_\_ Number of boxes checked (9 max)

## 2: Problem Solving/Making Decisions/ Taking Action

*Solving Problems, Making Decisions and Taking Action in a way that empowers both self and the team is a critical skill of a High Performance Leader*

- I make sure that any agreed upon action plans are actually implemented
- I have demonstrated that I make good decisions under pressure, even with incomplete information
- I will modify plans as necessary with changing conditions, rather than stubbornly staying with an original plan
- I ask good questions and search for answers from anyone who may be able to help

- I am confident to let people know when I don't have the answers

\_\_\_ Number of boxes checked (5 max)

## 3: Support/Reliability

*It is important for people who work with you to be confident that you support them and you can be relied upon*

- When conflict or other difficulties arise I support team members to address them constructively
- When things go wrong I focus on co-operation and assistance rather than looking to lay blame
- I treat people fairly when they make a mistake
- I ensure that the team's work is generally evenly balanced and each person feels supported when they hit a peak busy time
- I can be relied upon to do what I have promised or agreed to do
- I do not leave a trail of problems behind me due to lack of attention to detail
- I focus on people and results, not just results
- I encourage people to make decisions, rather than make decisions for them
- Once a person makes a decision I support them in that decision, regardless of the outcome

\_\_\_ Number of boxes checked (9 max)

## 4: Team Involvement

*To enable people to perform at the best it is important that they feel involved in the running of the business and they have a say in how their daily life is run*

- I ensure that the team has enough time to come together to plan, have quality discussions and make good decisions about their work
- I facilitate meetings so that they are well run and we feel that the time has been well spent
- I ensure that people have the information they need so they can make good decisions
- I ensure that everyone contributes during meetings and that people are not ignored or that a few dominate

- I make it safe for people to voice their opinion even if it is different from my own
- I welcome/encourage new ideas and am willing to try new things
- I seek input from team members about matters that affect them
- I keep team members informed of and give plenty of warning about, changes that are coming up

\_\_\_ Number of boxes checked (8 max)

## 5: Recognition

*Leaders cannot always impact the financial reward of team members, but they are able to acknowledge people's effort*

- I celebrate the successes of the team
- I regularly acknowledge the work that individuals have done and their contribution to the team
- I reward hard work and dedication to excellence
- People who work with me know that I value the work they do
- I consistently make heroes of the people I work with

\_\_\_ Number of boxes checked (5 max)

## 6: Interpersonal

*There are qualities/characteristics that can enable a Leader to be highly successful or derailed*

- I treat people with courtesy and consideration
- I handle pressure well
- I seek feedback on my performance
- I am more concerned about the team's goals than my personal goals and ambitions
- I truly trust the people that work with me
- I set high standards of performance for myself
- I am a good listener
- I am never arrogant (i.e. devalue the contribution of others)
- I never show bullying behavior, even when in a pressured environment
- I freely admit my mistakes

- I tell people the truth rather than what they want to hear
- I quickly gain the trust and respect of others
- I have a good sense of humor
- I never leave behind a trail of bruised people
- I make it easy for people to give me feedback on my attitudes and behavior, even when it stings
- I never act like a Victim blaming others/situations for my results
- I never become hostile or moody when things are not going my way
- I put people at ease quickly and help them to feel comfortable with me
- I am confident, yet modest
- I communicate concisely and clearly (verbal and written)

\_\_\_ Number of boxes checked (20 max)

## 7: Culture Building

*A High Performance Workplace is one in which people look forward to coming to work and feel good to be a part of*

- I helped our team to develop a clear set of values and principles of how we interact with each other
- I guide the team in how to apply/live the values and principles we have developed
- I pitch in and help, wherever it is needed
- I am happy to share leadership with others in the team, no matter their job position
- I discourage discourteous, sarcastic, insulting negative and belittling talk in the team
- When implementing change, I explain it fully, answer questions and listen carefully to the concerns of the people involved
- I have created an environment where it is safe to have vigorous debate, and people are not ostracized, by me or their team-mates for having opinions different from the rest of the group
- Because of my style our team is friendly, relaxed and energetic
- I help people to feel a sense of ownership about their work and that they are part of doing/creating something important

- I celebrate the diversity of people within the team, rather than trying to get everyone to think/act like me
- I never show a Them/Us attitude (between front-line and management teams)
- I am fair and do not play favorites
- I always talk and act positively about our environment
- I have created an environment that is positive and uplifting
- I am as committed to my team's success as I am to my personal success
- I have a successful strategy for dealing with difficult people

\_\_\_ Number of boxes checked (16 max)

### 8: Coach/Influencer

*An important part of any Leader's role is the ability to coach and influence others to bring out both their very best performance and co-operation*

- I encourage the individual development and personal growth (not just technical skills) of each person in my team
- I influence and guide people rather than use my positional power to get things done
- I am skillful at coaching rather than taking over and doing myself
- I understand the personal work preferences (likes and dislikes) of each person in the team
- I lead by positive example
- I am patient in allowing people a chance to learn, grow and develop
- I move quickly in confronting an employee whose performance is below standard
- I deal effectively with people who are negative in the workplace
- I do not allow myself or others to make excuses for lousy work
- I settle problems with others without alienating them
- I am able to gain support and co-operation from others outside this business unit e.g. my peers from other work units
- I work to understand other people's perspective rather than judging them
- I relate well to all kinds of individuals - from front-line to senior executives
- I treat others with respect and maintain their self-esteem

- I ensure we obtain the resources (e.g. finance, time etc) we need to do our job well
- I manage up well, and have a positive relationship with my senior leadership
- I easily attract superior people to work with me

\_\_\_ Number of boxes checked (17 max)

### 9: Personal Power

*If you are not taking care of yourself no-one else will. A Leader can only perform at high levels if they have a strong sense of who they are and what makes them feel alive*

- I have a rewarding life outside of work
- I am focused on my personal growth
- I feel healthy, alive and vital
- I have committed to paper my personal Honour Code and I use it to make both daily and important decisions in my life
- Emotionally I feel strong and healthy
- I don't take on additional workloads unless I am fully caught up with my own work
- I have a good work/life balance
- I think about and evaluate requests before I respond
- I do not do adrenaline - i.e my life is not run as a crisis zone!

\_\_\_ Number of boxes checked (10 max)

## Associated Resources

These programs can support you in these areas:

Area of Focus	Resources
Providing Direction	<ul style="list-style-type: none"><li>Organizational Goal Alignment</li><li>Developing a Responsibility Chart</li></ul>
Problem-Solving, Making Decisions, Taking Action	<ul style="list-style-type: none"><li>Situational Leadership</li><li>Taking Inspired Action</li></ul>
Team Involvement	<ul style="list-style-type: none"><li>Holding Effective, Impactful Meetings</li><li>Stages of Team Development</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>What's your Emotional Wake?</li><li>Communicating without defensiveness</li><li>Successful Feedback</li></ul>
Culture Building	<ul style="list-style-type: none"><li>Tips for Engaging Employees</li></ul>

Area of Focus	Resources
Coach / Influencer	Solutions Focused Coaching  One-on-one meetings
Personal Power	The Four Agreements  Mindset of a High-Performance Employee (this is a free program)

## About Shelley Holmes

Using tools, tips, ideas and strategies that help them to be really clear about what is 'success critical' and how to get there fast, Shelley guides leaders to flourish as they live, love and lead at a remarkable level .... making the dent in the universe they are destined to.

For several years, Shelley was a key leader in a High-Performance Organization (that had national and international recognition). It is this real-world experience that underpins and brings to life the theory and insights gained, from her deep study of high performance leadership.

Around the globe, she has worked with organizations (with total revenues in excess of \$116 billion) and supports thousands of individual leaders through, coaching, consulting, workshops, webinars, audio programs and the Make A Dent Leadership website (which has over 5,000 visitors per day).

### **Shelley's Philosophy...**

Whether you like it or not how you show up at work defines you as a human being.

On grand and small scales, the way you interact with others, the products and services you are a part of delivering, all roll together to become a part of the legacy that you leave behind. The way you deal with others, the things you teach them, that cause them to grow, and become a better version of themselves .... as individuals, work colleagues, leaders, and parents ... now that defines who you are!

There are hundreds of resources like this at [Make A Dent Leadership](#) where you can join our community of leaders who are focusing on being inspired and inspiring and making their dent in the universe.

If you are ready to be the best possible version of yourself, to lead with more energy and passion than you thought possible... if you are ready to make a dent in the universe ... then:

## Contact Us

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