Professional Blind Spots and Stress Assessment

Most organizations have developed a functional blindness to their own defects. They are not suffering because they cannot solve their problems, but because they cannot see them. This Survey is the first step in your Discovery Process to identify areas of potential stress and organizational improvement.

_	cannot s ify areas			_		•	-		Process to	
the bes	st people. (Give yours cy; a score	self a score	e of 1 if yo	ou are only	in recrui	iting mod	e when the	s on the lookoure is a need or re if you are	
1	2	3	4	5	6	7	8	9	10	
give y written	s! You nee ourself a s	d a clear, core of 1 increases that	quantifiab if you have everyone	le hiring p e no docur	rocess, an nented his	d everyor	ne involve ess; a scor	ed in hiring e of 10 if y	ing" is not a gneeds to follo you have a deta gor another so	iled
1	2	3	4	5	6	7	8	9	10	
the inc aspirat emplo discus	tions of tho yees about	ployee level who re their most veryone w	vel, which port to the timportan who report	means madem. Give yout personal as to you ar	anagers mourself a s goals and and connec	ust gain a score of 1 aspiration ted those	if you ha ons; a scor personal	lerstanding we never he of 10 if y aspirations	of the personal ad a discussion you have had the to specific	n with
1	2	3	4	5	6	7	8	9	10	
leader you ha regula whene	ntability from 's personal nive never a rly establis	om the top example i cknowled; h specific s a breakd	down requise the bigg ged a persuaccountal own that p	uires, amo est determ onal skill pilities to s	ong other to sinant of s gap or ove subordinat	chings, that uccess in ersight to es and co	at leaders this area. a subordinnect or a	show vuln Give your nate; a sco apologize a	Creating a cult erability. The self a score of re of 10 if you uthentically another score	1 if
1	2	3	4	5	6	7	8	9	10	
dysfur score of anyone and yo	nctional con of 1 if you e else is cap	nmunicatioften find pable, of " of your	ion pattern yourself t 'doing it ri	ns that und aking on t ight" or do	ermine a s asks becar oing it on t	sense of puse no on ime; a sco	personal re e else is c ore of 10	esponsibilit apable or y if that seld	can often fall p ty. Give yourse you don't "thin om or never or score if you ar	elf a k" ecurs

10

Professional Blind Spots and Stress Assessment-Page 2

BLIND	SPOT #6	: Not hav	ing a co	ommon oi	rganizati	onal lanç	guage ai	nd approa	ch. Sometimes
asked a everyor "definit	ll your tear ne gave for	n members a given pr score of 1	s to docur ocess mat 0 if you k	nent the moter that the modern	ost import ve yoursel:	ant proces f a score o	ses they ff 1 if you		
1	2	3	4	5	6	7	8	9	10
these be of 1 if y	est practice	s are built ever done t	into the o	nboarding re of 10 if	and perfor	rmance rev	view proc		ers do best and if yourself a score your
1	2	3	4	5	6	7	8	9	10
employ — like veterans if you h how and	ees are left telling ther s. Give you ave such a	to figure inselves that itself a scorprocess, a pe up-to-sp	nearly even at they op ore of 1 if pply it to need on ea	erything out erate in a " you have n all new hir ach and eve	t on their of self-starte to formal of res, and us	own, and l r" culture, onboarding e it to ensu	eaders may or that the g process ure that no	ake excuses ney only hire for new hir	es; a score of 10 ees know exactly

BLIND SPOT #9: Not knowing how to coach. Contrary to popular belief, coaching is not "telling them what to do." It is supporting employees in a one-on-one open, and safe setting and asking them the questions that enable them to take responsibility for their own personal and professional development. Coaching is both an art and a science. Give yourself a score of 1 if this definition of coaching is new to you or does not reflect what your managers are currently doing; a score of 10 if effective, regularly

5

1

2

3

scheduled coaching sessions are an integral part of your employee development program; or another score if your organization is somewhere in the middle. 7 10

BLIND SPOT #10: Not training the management team. Most managers do not receive basic management training or reinforcement. Give yourself a score of 1 if there has never been any formal management training and reinforcement program at your organization; a score of 10 if every person with management or leadership responsibility (including yourself) receives ongoing training and reinforcement; or another score if your organization is somewhere in the middle.

1	2	3	4	5	6	7	8	9	10

10

Professional Blind Spots and Stress Assessment-Page 3

yours proje consi	self a score ctions or r	e of 1 if the missed rev	ere are cor enue quota	nstant busi as; a score	ness deve	lopment pruch crises	roblems th seldom (o	nat express r never) o	our business themselves ccur and you tion is some	in bad 1 have
1	2	3	4	5	6	7	8	9	10	
carrie	es the day,	and less th	han predic	able event	s – like ke	ey people l	eaving or	getting sic	ovised, incore k for an extension would be	ended

instant crisis if its top three people were, without warning, incapacitated for a week; a score of 10 if such an event would have little or no immediate effect on the smooth functioning of your organization; or

1 2 3 4 5 6 7 8 9 10

another score if your organization is somewhere in the middle.

BLIND SPOT #13: Not planning for organizational change initiatives effectively. How did you last prepare the team (or any portion of it) for major changes that would affect them — such as a change in compensation, a change in benefits, structure or a change in the way your company does business? Give yourself a score of 1 if you simply announced your decision and thanked everyone in advance for their cooperation; a score of 10 if you talked to user groups before finalizing the change, planned and managed the change initiative using multiple communication channels, and set up a reinforcement plan that involved key internal allies and stakeholders; or another score if your organization is somewhere in the middle.

1 2 3 4 5 6 7 8 9 10

BLIND SPOT #14: Not sharing the vision with those tasked to implement it. Only people who share and are aligned with the leader's vision and the company's purpose can evangelize legitimately on its behalf. This vision must be constantly reinforced over time. Give yourself a score of 1 if you have not formulated a personal vision for yourself and a complementary mission for your organization; a score of 10 if you communicate that vision easily, regularly, and with passion to other members of the team; or another score if your organization is somewhere in the middle.

1 2 3 4 5 6 7 8 9 10

Survey Scoring

PERSONAL SCORE	LIKELY RESULT
LESS THAN 39 POINTS	Unsustainably high and dangerous personal stress levels
40-89 POINTS	Significant personal stress levels; reduced quality of life.
90-129 POINTS	Moderate personal stress levels; adequate quality of life, but room for improvement.
130-140 POINTS	Low, consistently manageable personal stress levels; high

Discovery

Often business leaders are so focused on the here-and-now that they don't see problems that inhibit the organization's growth—and their own well-being. The Blind Spots Survey you just completed is designed to help you uncover your personal blind spots, areas of potential stress and organizational improvement. Now that you have completed it, identify in the spaces below the three blind spots where you have the most room, or need, for improvement:

1.			
2.			
3.			

Call Management Insight for guidance in any of these areas!