



The Results Rule!® Leader Assessment Profile

The best leaders and organizations demonstrate characteristics or patterns of behavior that contribute to their success.

The Results Rule! Leader Assessment Profile is a self-assessment tool designed to help you determine how frequently and how effectively you demonstrate these patterns of behavior. It is based on the six choices for building an enduring culture from the award-winning book *Results Rule! Build a Culture that Blows the Competition Away*.

This instrument will help you identify the strengths on which you want to build and the areas where you have an opportunity to improve. And, it will help you become a leader who consistently delivers results year ... after year ... after year.

Use this tool to benchmark your current level of competency, and then refer to it regularly to evaluate your growth and development. The result will be that you will focus your efforts and grow more quickly into the leader you want to be.

How to Complete the The Results Rule!® Leader Assessment Profile

Instructions: Please follow these steps carefully to complete and score the profile.

1. **Complete the profile.** Read each of the 50 statements, and circle the number on the rating scale that most accurately describes your performance for each statement.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

2. **Calculate your score.** Transfer your ratings for each statement on to the tally box on the last page of the instrument. Add the scores for each competency or behavior and divide the total by the number shown following the slash (/) to determine the percentage total for each area.

Example: A score of .25 in the Tally Box is represented by 25% on the Assessment Profile Graph.

3. **Create your assessment profile graph.** Use the total score for each competency to draw a horizontal bar graph on the grid provided.
4. **Develop your plan.** Use the results of your assessment profile to create your own professional development plan. You may want to share your results with your manager or a peer you trust to confirm and clarify your results.
5. **Act on the results.** Review your plan regularly. Make a conscious effort to maximize one strength and improve one area where improvement is needed for thirty days and then reevaluate your performance. Keep a journal or notes to record your progress. When you have made the progress you desire in a specific area, choose another on which to work.

Remember – The accuracy of this assessment is in direct proportion to the honesty of your responses.

Results Rule!® Leader Assessment Profile

The following statements are designed to help you identify patterns of behavior and performance that affect your success as a leader. Read each of the 50 statements carefully then circle the number from 1 to 5 that most closely describes the extent to which your leadership performance and behavior matches the statement.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

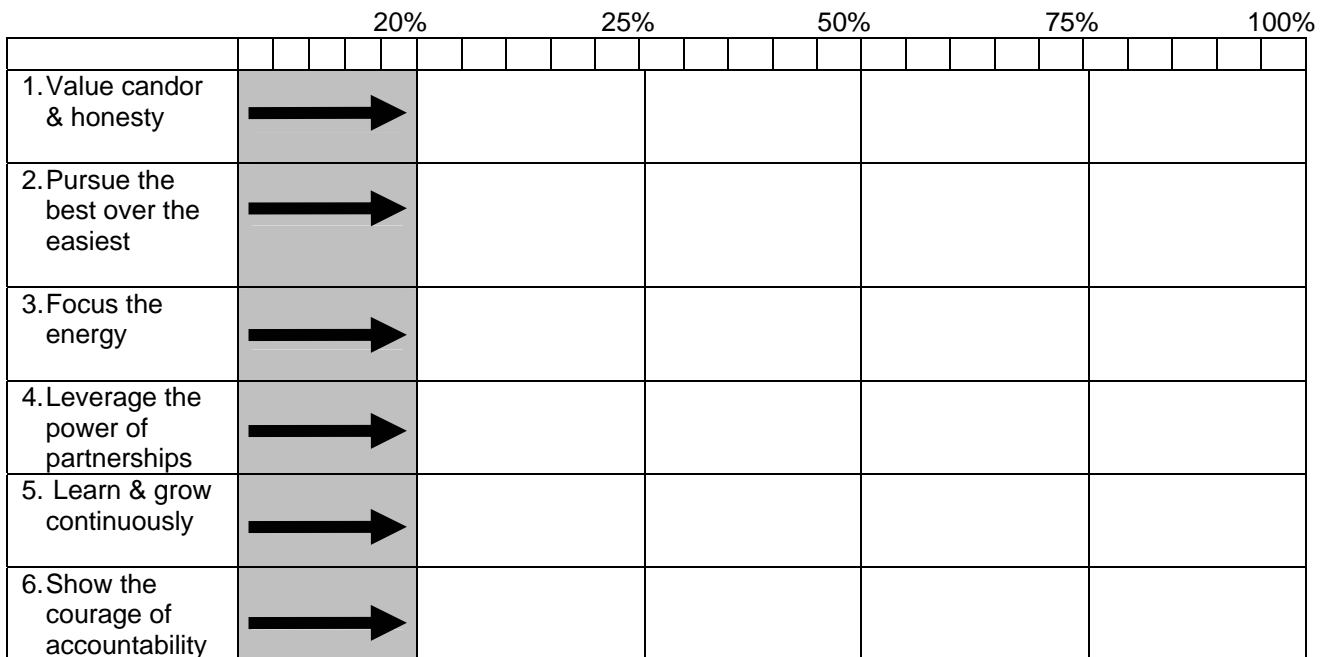
	1	2	3	4	5
1. Values, promotes, and demonstrates candor and honesty in all interactions.					
2. Takes active steps to anticipate, discover, and understand customer needs.					
3. Provides all appropriate information about the organization's goals, plans, performance, and the impact on his/her team.					
4. Is willing to say what needs to be said even when it isn't convenient.					
5. Strives to deliver the best in every area of his/her performance.					
6. Helps people connect to a purpose larger than themselves and company profit.					
7. Regularly benchmarks personal and unit performance against world-class organizations both within and outside of our industry.					
8. Uses fit with our values and culture rather than experience or education as the primary tool for hiring people.					
9. Recognizes, understands, and implements the factors that distinguish the "best from the rest" in the customer's mind.					
10. Uses the standard of "pursuing the best over the easiest" as the lens through which all decisions are made.					
11. Invests time to develop strong relationships built on trust. Integrity is a way of life.					
12. Acknowledges, recognizes, and values the unique contributions of each individual. People know we care about them.					
13. Creates an environment where individuals and teams are engaged and excited about helping the organization achieve its goals.					

	1	2	3	4	5
14. Supports colleagues in their absence as well as when they are present.					
15. Breaks down barriers - promotes positive relationships and collaborative working across different parts of the organization					
16. Adjusts his/her approach to the needs of different situations and the various people with whom he/she works. Tailors each interaction to the unique needs of the person and situation.					
17. Actively listens to what others have to say. Seeks to understand different and opposing perspectives on issues.					
18. Recognizes individual contributions and delivers personal and behaviorally focused praise.					
19. Takes consistent and intentional steps to build customer evangelists.					
20. Involves others in decisions that affect them.					
21. Creates role clarity - provides others with a clear view of how they contribute to the achievement of higher level organizational goals.					
22. Focused - not easily distracted. Prevents irrelevant issues or distractions from interfering with delivering performance that matters to the customer and organization.					
23. Keeps an eye on the big picture and uses it to set goals – does not jeopardize long term goals by short term expedient actions.					
24. Brings the future alive by providing a clear, coherent and challenging vision and translating that into day-to-day activities and behaviors that help us stand out.					
25. Drives unit plans based on an in depth understanding of clients' needs and expectations.					
26. Defines good performance – establishes challenging yet fair standards of performance expectation.					
27. Allocates resources and information to achieve objectives (e.g. time, people, money).					
28. Aligns goals and work plans at the unit level to support organizational goals.					
29. Keeps everyone focused externally on the customer rather than allowing internal issues to take center stage.					
30. Creates and maintains processes and systems to ensure that customer expectations are being met.					
31. Challenges the status quo to serve the best needs of the customer – continuously looks for the opportunity to innovate.					
32. Ensures that the organization understands what to preserve from its current ways of doing business and what to jettison.					

	1	2	3	4	5
33. Keeps abreast of and shares trends and external events that affect and influence the organization and her/his area of the business.					
34. Leans from experience – does not make the same mistake twice.					
35. Bounces back from obstacles and difficulties.					
36. Uses honest mistakes as a learning tool.					
37. Tries new approaches and takes appropriate risks to deliver results.					
38. Provides and encourages opportunities for continuous growth and learning – helps individuals achieve their professional goals.					
39. Remains open to ideas offered by others.					
40. Flexible and adaptable - responds promptly and positively to changing demands and circumstances.					
41. Works to minimize contradictions, complexities, and disruptions of change.					
42. Takes responsibility – does not make excuses for his/her performance or results.					
43. Action oriented – gets things done. Takes action when it is needed without waiting to be asked.					
44. Holds him/herself to a high standard of performance.					
45. Regularly reviews progress against objectives/plans.					
46. Handles conflict promptly, positively, courageously and constructively.					
47. Quickly and constructively addresses performance shortfalls - provides timely, private, behaviorally focused and substantiated feedback.					
48. Role models good performance. Displays passionate but realistic commitment to his/her role.					
49. Inspires others – takes responsibility for helping others stay engaged and motivated.					
50. Stands up for the organizations principles and values even when it is not convenient.					

Tally Box		Competency Score	
1. Value candor & honesty	1 ___ 2 ___ 3 ___ 4 ___	Total ___/20 =	_____
2. Pursue the best over the easiest	5 ___ 6 ___ 7 ___ 8 ___ 9 ___ 10 ___	Total ___/30 =	_____
3. Focus the energy	11 ___ 12 ___ 13 ___ 14 ___ 15 ___ 16 ___ 17 ___ 18 ___ 19 ___ 20 ___	Total ___/50 =	_____
4. Leverage the power of partnership	21 ___ 22 ___ 23 ___ 24 ___ 25 ___ 26 ___ 27 ___ 28 ___ 29 ___ 30 ___	Total ___/50 =	_____
5. Learn & grow continuously	31 ___ 32 ___ 33 ___ 34 ___ 35 ___ 36 ___ 37 ___ 38 ___ 39 ___ 40 ___ 41 ___	Total ___/55 =	_____
6. Show the courage of accountability	42 ___ 43 ___ 44 ___ 45 ___ 46 ___ 47 ___ 48 ___ 49 ___ 50 ___	Total ___/45 =	_____

Results Rule! Leader Assessment Profile Graph



Name: _____

Date: _____

Target date for review: _____

Professional Development Goals:

Strengths on which to build	Opportunities for improvement
1.	1.
2.	2.
3.	3.
4.	4.