



Confident Leader Assessment

How confident are you in a variety of challenging leadership situations? Describe a specific scenario when each of the following situations happened to you, preferably in the last 12 months. To the best of your ability, try to remember what your very first thoughts were when you encountered the challenge. Don't write down what you think is a desirable answer. Your thoughts might have been a mixture of high confidence ("I'll figure this out.") and low confidence ("This is a mess. I have no idea what to do.")

After you've written your initial thoughts, objectively assess the totality of those thoughts at the time, and rate your confidence using the following scale. If you've never had the situation occur, give yourself a score of 4 points (76-100% confident). Scenario #1 includes an example.

1 point	0% - 25%	Not at all confident
2 points	26% - 50%	Slightly confident
3 points	51% - 75%	Fairly confident
4 points	76% - 100%	Very confident

1. When you had to correct an employee's poor performance.

Example

Scenario: One of the managers on my team wasn't holding his employees accountable for a project deliverable, and the client was angry.

Thoughts: I don't know if I should address this right now. I've given this manager several new responsibilities lately, so he has a lot to do. Maybe I should wait a few more days before bringing it up. When I talk with him, I need to be firm about it this time.

Confidence score 2

Scenario:

Thoughts:

Confidence score

2. When you learned of an unethical behavior by someone in your organization

Scenario:

Thoughts:

Confidence score _____

3. When you were seriously over budget or not meeting your financial goals

Scenario:

Thoughts:

Confidence score _____

4. When an employee or group was disrupting or sabotaging your team

Scenario:

Thoughts:

Confidence score _____

5. When you had to negotiate a challenging client contract

Scenario:

Thoughts:

Confidence score _____

6. When someone made a sexist or racist comment in front of you

Scenario:

Thoughts:

Confidence score _____

7. When you had to disagree with or push back on your boss/Board

Scenario:

Thoughts:

Confidence score _____

8. When a change initiative that you instituted was not working, behind schedule, or encountering strong resistance

Scenario:

Thoughts:

Confidence score _____

9. When you personally offended someone in your organization and lost their trust

Scenario:

Thoughts:

Confidence score _____

10. When you had to speak before a group that was challenging

Scenario:

Thoughts:

Confidence score _____

Total Confidence Score _____

What Does Your Total Score Mean?

This self-assessment increases your awareness of a few of the numerous challenges that leaders regularly encounter and what your immediate response to each situation says about your innate confidence. Here's a guide to what your total score says about your confidence level based on the scenarios you selected.

0-10 points	0% - 25%	Not at all confident
11-20 points	26% - 50%	Slightly confident
21-30 points	51% - 75%	Fairly confident
31-40 points	76% - 100%	Very confident

If you're satisfied with your total score, congratulations! If you're not satisfied with your score, investigate your uncertain thoughts using the Confidence Steps: Listen---Inquire---Affirm.