

Ten Questions

Before you begin

These questions examine you. There is no score and no result. They are not a diagnosis, and they do not sort you into a type; the premise of this book is that you are not a type but a way of being, and that a way of being can change. They are a record of where you are standing today.

Write quickly, because first answers are usually more accurate than considered ones. The considered version has had time to become presentable. Then date the page and leave it alone until you reach the end of the book.

1. When did someone last tell you something about your leadership that you did not already know and did not enjoy hearing?

2. What happens in you when a decision you could have been part of is made without you?

3. Which part of your leadership would you defend most quickly if it were questioned in front of others?

4. What are you known for, and what does remaining known for it require you to keep doing?

5. Imagine your organisation running well without you for a month. What is the first thing you feel, before the answer you would give aloud?

6. What do you find hardest to say directly, and to whom?

7. Where is your effort highest, and what do you believe would happen if you stopped?

8. Who has learnt to bring things to you in a particular way, and what have they learnt to leave out?

9. What happens in a room when you disagree with something, and how would the people present describe it?

10. If your leadership continued exactly as it is for another three years, what would it produce, and what would it prevent?

One instruction. Do not improve your answers. The version you would be willing to read out is not the version that will be useful to you at the end of this book.

Date:

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At the end of the book

Answer the questions again, without looking at your first answers. Then compare the two pages. What has changed is not the answers so much as who is answering.

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