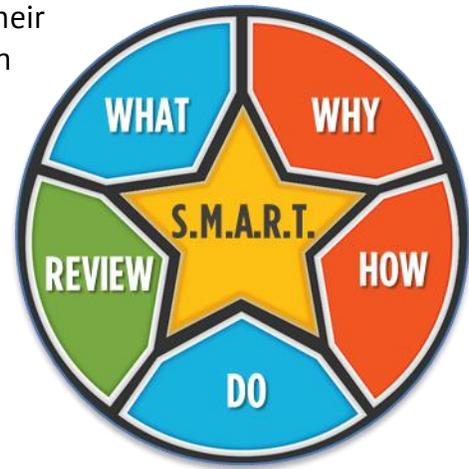


Are You a SMART Leader Quiz

SMART leaders consistently produce results that 90% of their peer leaders in their same job or industry cannot. Research shows these leaders consistently perform the small set of complex behaviors listed.

Instructions - Answer every question using this four-point scale:

- 1 = **rarely** (less than 25% of the time)
- 2 = **sometimes** (25% to 50% of the time)
- 3 = **often** (50% to 90% of the time)
- 4 = **always** (90% to 100% of the time)



As you consider your answer, ask yourself how your boss and direct reports would score you on the same questions... **As a leader that's the only score that matters.**

WHAT-Set Direction:

1. I feel clear about my personal purpose and the difference I want to make through my leadership.
2. I communicate a high level of understanding of outside trends in the economy, technology and competitors, and how they may impact business threats and opportunities.
3. I communicate a SMART leadership logic that connects our organization's vision to strategy, to priorities, and to team and individual goals.
4. I set relevant and aggressive goals by communicating competitive realities and opportunities. (SWOT)

Your Answer

1-rarely (<25%) 2-sometimes (25%-50%) 3-often (50%-90%) 4-always (>90%)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1-rarely (<25%) 2-sometimes (25%-50%) 3-often (50%-90%) 4-always (>90%)

WHY-Motivate Creativity and Commitment:

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 5. I avidly and consistently consider the needs and desires of both customers and employees as I set priorities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. I demonstrate integrity by aligning my words and actions with my personal values. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I promote positive innovation by being a strong advocate for customer value. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I promote self-directed career development and personal well-being among employees. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

HOW-Agile Collaboration:

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 9. I connect with my team members personally by knowing their personal goals and interests. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. I invite contrary and out-of-the-box opinions by maintaining an open mind and acknowledging all contributions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I constantly seek wide and deep stakeholder input in identifying problems, crafting solutions and executing initiatives. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. I constantly remove barriers to goal achievement, help solve problems, provide resources and promote collaboration across functions/geographies. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

DO-Results Driven:

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 13. I make it easy for my team/organization to succeed by simplifying complex or shifting goals. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. I offer a constant flow of effective feedback to improve execution and develop team members. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. I schedule and conduct work sessions and meetings to support the energy, creativity and engagement of my team members. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. I maintain a high level of personal energy by ensuring my nutrition, exercise and sleep are optimal. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1-rarely (<25%)	2-sometimes (25%-50%)	3-often (50%-90%)	4-always (>90%)
--------------------	--------------------------	----------------------	--------------------

REVIEW-Transformation:

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I promote a growth mindset where learning and improvement are openly supported. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. I am constantly upgrading the team by recruiting and promoting competent talent. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. I build confidence and enthusiasm by recognizing productive effort and continuous progress. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. I conduct regular reviews after milestones are either met or missed to learn, improve and ensure progressive success. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Scoring:

SMART leaders score at least one 4 ('always' >90%) in each of the three essential categories of SMART leader behaviors (direction, culture, results). So if you score a 4 in one category you'll have more success by focusing on moving something your good at—something you score a '3' on—in a different category. True greatness comes from achieving balanced excellence in all 5 categories. It's rare.