

RESOURCE B

LEADERSHIP BLINDSPOT SURVEY: SELF-ASSESSMENT

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Complete the following for yourself, indicating the degree to which you agree with each statement.

Rating Descriptions (5-point scale)

1 _____ 2 _____ 3 _____ 4 _____ 5

Strongly Agree

Somewhat Agree

Strongly Disagree



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Blindspot Area	Rating Scale	Rating (1–5)
Blindspots About Yourself		
I . . .		
1. Have a person I work with who is completely honest with me and will tell me when I am wrong.	1 _ 2 _ 3 _ 4 _ 5	
2. Rate myself as others rate me on performance reviews and feedback surveys (versus rating myself much higher or lower).	1 _ 2 _ 3 _ 4 _ 5	
3. Ask for input from my team members on my own effectiveness (that is, on behaviors that I should continue, stop, or start).	1 _ 2 _ 3 _ 4 _ 5	
4. Take time periodically to identify my weaknesses and the actions I will take to improve in these areas.	1 _ 2 _ 3 _ 4 _ 5	
5. Ask for feedback after a meeting from members of my team on my impact in the meeting (positive and negative).	1 _ 2 _ 3 _ 4 _ 5	
6. Receive feedback from my supervisor on my performance and developmental areas at least twice a year.	1 _ 2 _ 3 _ 4 _ 5	
7. Solicit feedback on my overall leadership impact through 360 surveys at least every three years.	1 _ 2 _ 3 _ 4 _ 5	
8. Have advisors who provide input in necessary areas (strategy, technology, operations, people, and so on).	1 _ 2 _ 3 _ 4 _ 5	
9. Have a mentor or coach who provides me with helpful feedback and advice.	1 _ 2 _ 3 _ 4 _ 5	
10. Overall, I am self-aware regarding my leadership strengths and weaknesses.	1 _ 2 _ 3 _ 4 _ 5	
Self – Add your ratings for questions 1–10:		

Blindspot Area	Rating Scale	Rating (1–5)
Blindspots About Your Team		
I . . .		
11. Have clear performance metrics for each team member and monitor performance on these measures.	1__2__3__4__5	
12. Ask for feedback on the members of my team from those who work with them (including their peers and direct reports).	1__2__3__4__5	
13. Identify stretch assignments for my team members, and track their performance over time in these areas.	1__2__3__4__5	
14. Periodically conduct skip-level interviews with those reporting to my team members to assess how things are operating within their groups.	1__2__3__4__5	
15. Personally watch how work is being done at the next level in my company (by observing customer interactions or group meetings, for example).	1__2__3__4__5	
16. Conduct assessments of my team members using appropriate tools (such as 360 surveys or leadership assessment tools).	1__2__3__4__5	
17. Spend time with leaders in other companies to gain insights into the strengths and weaknesses of my own team.	1__2__3__4__5	
18. Ask for feedback on my team members from outsiders who interact with them (customers, partners, and so forth).	1__2__3__4__5	
19. Conduct developmental coaching sessions with each team member at least twice a year (including an assessment of progress on their developmental areas).	1__2__3__4__5	
20. Overall, I am aware of my team's strengths and weaknesses.	1__2__3__4__5	
Team – Add your ratings for questions 11–20:		

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Blindspot Area	Rating Scale	Rating (1–5)
Blindspots About Your Company		
I . . .		
21. Have a formal set of company-wide or group performance metrics that I review at least monthly.	1__2__3__4__5	
22. Do “deep dives” in a few targeted areas to learn how we are operating and what is needed moving forward.	1__2__3__4__5	
23. Ask my team members to assess our progress on key company-wide initiatives and report back to me on what they find.	1__2__3__4__5	
24. Spend time each month interacting directly with our frontline employees.	1__2__3__4__5	
25. Meet with at least two high-potential employees each month, asking for their input on our organization’s strengths and weaknesses.	1__2__3__4__5	
26. Conduct organizational effectiveness surveys at least every two years to assess our company-wide strengths and weaknesses.	1__2__3__4__5	
27. Conduct postmortem reviews after the completion of key projects, extracting lessons learned (what worked well, what went wrong).	1__2__3__4__5	
28. Meet with newly hired employees to solicit their views on our organization, particularly in comparison to their past organization(s).	1__2__3__4__5	
29. Meet with those leaving the company to solicit their views on our organization and their reasons for moving on.	1__2__3__4__5	
30. Overall, I am aware of my company’s strengths and weaknesses.	1__2__3__4__5	
Company – Add your ratings for questions 21–30:		

Blindspot Area	Rating Scale	Rating (1–5)
Blindspots About Your Markets		
I . . .		
31. Spend at least one day a month interacting directly with customers.	1 _ 2 _ 3 _ 4 _ 5	
32. Periodically assess in a disciplined manner our competitors (their strengths and weakness, our opportunities and threats).	1 _ 2 _ 3 _ 4 _ 5	
33. Meet with outside experts (such as academics) to solicit their views of how my industry is changing.	1 _ 2 _ 3 _ 4 _ 5	
34. Meet with those we have recently hired from other firms to understand their view of our industry and our response to competitive realities.	1 _ 2 _ 3 _ 4 _ 5	
35. Have a network of professional relationships in my industry to keep me informed of emerging opportunities and threats.	1 _ 2 _ 3 _ 4 _ 5	
36. Use social media (such as customer feedback sites and industry blogs) to surface external opportunities and threats.	1 _ 2 _ 3 _ 4 _ 5	
37. Annually review with my team alternative scenarios on how our industry could evolve and our potential responses.	1 _ 2 _ 3 _ 4 _ 5	
38. Assign internal “sentinels” to monitor emerging marketplace trends in targeted areas (such as new technologies) and report back to me with their findings.	1 _ 2 _ 3 _ 4 _ 5	
39. Allocate in-depth time with my team at least twice a year to review our strategy and changes in our marketplace.	1 _ 2 _ 3 _ 4 _ 5	
40. Overall, I am aware of the threats and opportunities in my market/industry.	1 _ 2 _ 3 _ 4 _ 5	
Markets – Add your ratings for questions 31–40:		

LEADERSHIP BLINDSPOT SURVEY SCORING SHEET

Blindspot Area	Range of Scores in Each Area	Your Blindspot Score (Higher score indicates greater probability of having blindspots.)
Self	Possible range: 10–50	
Team	Possible range: 10–50	
Company	Possible range: 10–50	
Markets	Possible range: 10–50	
Your total score (self + team + company + markets)	Possible range: 40–200	

INTERPRETATION OF TOTAL SCORE ON THE LEADERSHIP BLINDSPOT SURVEY

Total Score	Blindspot Probability
40–71	Very low probability of blindspots
72–103	Low probability of blindspots
104–135	Moderate probability of blindspots
136–167	High probability of blindspots
168–200	Very high probability of blindspots

Note: These blindspot probabilities are based on a distribution of potential scores into five equal parts. In reviewing your scores, keep in mind that all leaders have blindspots, with only the degree and type of blindness in question.