

Lead Without Harm

A self assessment tool to recognizing and reshaping behaviors that may unintentionally impact trust or team energy



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This playbook provides practical tools for recognizing, addressing, and preventing behaviors that can unintentionally erode trust and well-being in teams.



Welcome to Your Snapshot!

Leadership lives in perception: not just in your intent, but in how others interpret and respond to it.

This tool isn't about judging who you are. It's about noticing what patterns show up when things get hard.

Take a breath. Reflect with honesty and curiosity.

**We're not here to label.
We're here to reflect, course-correct, and lead better.**

In the pages that follow, you'll:

- 1. Score yourself using five toxic behavior clusters
- 2. Learn what your patterns say about your leadership impact
- 3. Get practical, behavior-specific actions to shift how you lead

Ready to look in the mirror and move forward?

Looking for more personalized support to tackle your organization's leadership priorities?

Lumo's got you covered. Book a demo and see how your teams can benefit.

Click For Demo Request



What This Tool Measures

Every leader carries habits that once served them until they don't. This snapshot helps you notice which old habits might be quietly shaping how you lead today.

This snapshot is based on the Toxic Leadership Scale (Schmidt, 2008*) and includes five key behaviors that commonly erode team trust and performance:

Category	What It Looks Like in Practice?
Abusive Leadership	Sarcasm, belittling, public shaming
Authoritarianism	Command-and-control, no room for dialogue
Narcissism	Spotlight hoarding, entitlement, excessive ego
Unpredictability	Mood-driven decisions, inconsistent reactions
Self-Promotion	Taking credit, undermining others to elevate your image

*Schmidt, A. A. (2008). Development and validation of the toxic leadership scale. University of Maryland, College Park.

How It Works: 3 Simple Moves

Think of this as a mirror, not a report card.
You'll look back at the past few weeks, score yourself with honesty, and then translate insight into action.

Reflect & Assess

- 1

Reflect on the last 4–6 weeks.

For each behavior, ask yourself honestly:
“How often do I do this?”

Use this scale:

- 1 = “I would never use this behavior”
- 2 = “I rarely use this behavior”
- 3 = “I occasionally use this behavior”
- 4 = “I use this behavior often”
- 5 = “I use this behavior all the time”

Interpret Your Scores

- 2

Calculate your average score for each category.

To do this, divide your total score by the number of items in that category. You'll have five averages: Abusive, Authoritarian, Narcissistic, Unpredictable, and Self-Promoting.

Coach Yourself

- 3

Check where your hotspots are.

Use the guide below to decode what your numbers say and what you can do about them.



Reflect & Assess

As you answer, don't overthink. Go with your first honest instinct.
This isn't about perfection, it's about pattern awareness.
Each section highlights a different side of leadership.
Notice which one feels familiar, surprising, or uncomfortable.

For each of the following statements, rate how often you find yourself behaving this way, using a scale from 1 (Never) to 5 (Very Often).

Type 1

Do I ridicule others?

1 2 3 4 5

Do I hold others responsible for things outside their job descriptions?

1 2 3 4 5

Do I ignore others' commitments outside of work?

1 2 3 4 5

Do I speak poorly about others to people in the workplace?

1 2 3 4 5

Do I publicly belittle others?

1 2 3 4 5

Do I frequently remind others of their past mistakes and failures?

1

2

3

4

5

Do I tell others they are incompetent?

1

2

3

4

5

Type 2

Do I control how others complete their tasks?

1

2

3

4

5

Do I disallow new approaches to goals?

1

2

3

4

5

Do I make all decisions regardless of their importance?

1

2

3

4

5

Am I inflexible about policies, even in special cases?

1

2

3

4

5

Do I ignore ideas that contradict my own?

1

2

3

4

5

Type 3

Do I invade others' privacy?

1

2

3

4

5

Do I let my mood define the workplace climate?

1

2

3

4

5

Do I express anger at others for unknown reasons?

1

2

3

4

5

Am I unpredictable in how I react to people?

1

2

3

4

5

Do I change my tone or volume based on my emotions?

1

2

3

4

5

Do I make others feel they need to 'read my mood'?

1

2

3

4

5

Do I emotionally affect others when I'm impassioned?

1

2

3

4

5

Type 4

Do I think I'm more capable than others?

1

2

3

4

5

Do I believe I am an extraordinary person?

1

2

3

4

5

Do I feel entitled to special treatment?

1

2

3

4

5

Type 5

Do I act differently when my boss is present?

1

2

3

4

5

Do I help only those who can benefit my career?

1

2

3

4

5

Do I take credit for others' successes?

1

2

3

4

5

Do I act mainly for my next promotion?

1

2

3

4

5

Interpret Your Scores

Your scores aren't labels, they're signals.
They show you where to lean in, where to breathe, and where to ask for feedback.

To compare across clusters, calculate your average **score per category** (total ÷ number of items)

Score Range	What It Means	What You Might Do Next
1.0-1.5	Clear zone	Keep going. Ask others if they agree.
1.6-2.5	Awareness zone	Start noticing when/why these behaviors surface.
2.6-3.5	Growth zone	Identify 1-2 behaviors to actively shift.
3.6-5.0	Action zone	Seek feedback, coaching, or peer accountability.

Want to start building better habits?

Discover how Lumolead turns reflection into daily leadership growth.

Take a quick self-assessment to uncover your current patterns, explore your personalized growth areas, and unlock your next-step resources.

What awaits you inside?

Personalized Micro-Learnings
Grounded in your 6-Pillar Report, you'll receive bite-sized learnings designed to strengthen your growth areas and amplify your strengths.

Your Always-On AI Coach
Meet an AI Coach that truly knows you and supporting your awareness, empathy, and consistency every step of the way.

A Leadership Network That Grows Together
Connect with other leaders who share your growth mindset. Exchange insights, practice together, and join members-only workshops.

Start With Your Leadership Discovery →



Coach Yourself

Awareness opens the door; small shifts create change.
Each section below gives you a starting point: one conversation, one practice, one mindset at a time.

Type 1: Abusive Leadership

Behaviors: Dismissive tone, sharp humor, public criticism

Try This Behavior Shift:

- Practice weekly feedback that starts with appreciation.
- Practice 1:1 weekly feedback without judgment.
- Use “thank you for bringing this up” as a micro-affirmation.

Watch

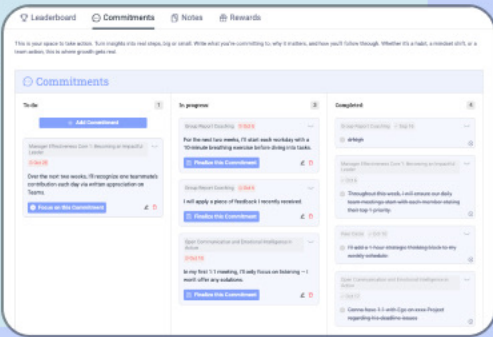
The Power of Vulnerability – Brené Brown (TED)



Struggling to stay consistent in your growth journey?

With Lumolead’s Journey Dashboard, you can track your goals, reflect on your progress, and receive gentle reminders when focus fades. Because growth is about consistency. One reflection, one action at a time.

[Learn More](#)



Type 2: Authoritarian Leadership

Behaviors: Controlling, rigid, punitive

Try This Behavior Shift:

- Start team meetings with one open-ended question.
- Share one decision-making process per week with the team.
- Pause before deciding; ask, "What do others think?"

Watch

How Great Leaders Inspire Action – Simon Sinek (TED)



Type 3: Narcissism

Behaviors: Entitlement, superiority, need for praise

Try This Behavior Shift:

- Ask weekly: "What's something I might have missed?"
- Publicly credit others, every time.
- Start meetings by spotlighting others' wins.

Read

Insight by Tasha Eurich



Type 4: Unpredictability

Behaviors: Emotional swings, inconsistency, unclear expectations

Try This Behavior Shift:

- Build “default” responses for recurring stressors.
- Use a mood tracker (like Moodnotes) for two weeks.
- Set consistent meeting rituals and communication hours.

Read

Emotional Agility by Susan David



Type 5: Self-Promotion

Behaviors: Spotlight hoarding, image management

Try This Behavior Shift:

- For every “I,” write down 2 “we” statements.
- Ask someone to review your comms for tone balance.
- Credit two others publicly for every “win” you share.

Read

Give and Take by Adam Grant





Your Next Week Plan: From Awareness to Action

Insight only matters if it moves.

Here's how to turn reflection into action without overwhelm.

Pick one small, doable step. Practice it. Notice the change.

Choose One Area

Review your scores and choose one area that stood out. It can be where you scored highest, or simply what feels most relevant right now.

Define One Micro-Habit

Turn your awareness into a single new practice you can try for a week.

Example habits:

- Take a 10-second pause before responding emotionally.
- End each day with one appreciative message to your team.
- Ask for feedback on one interaction this week.

Block Time for Reflection

Growth doesn't happen in the background, it happens when you pause.

Schedule one 15-minute check-in this week:

"What changed in how I led?"

Invite Feedback

Ask one team member: "What's one thing I could do differently this week?"



You don't need to overhaul everything today.

You just need to notice where your leadership ideals and your actions aren't quite aligned.

You've done the brave part: **you paused to look.**
Now lead with intention.

Resources & Reading List

Recommended Reading & Viewing

Insight

by Tasha Eurich



The No Asshole Rule

by Robert Sutton



Dare to Lead

by Brené Brown



How to Tell if You're a Toxic Boss

by Harvard Business Review



5 Signs You're Turning Into a Toxic Leader

by Forbes



Why Good Leaders Make You Feel Safe

by Simon Sinek



How Toxic Leaders Destroy People

by Dr. Ramani

