Managing vs. Leading

A 24-question check on where you spend your energy, handing down instructions or building people up. Answer quickly and candidly.

Instructions. Below are 24 statements, four for each of six aspects of a leader's role. Mark each statement **T** (true) or **F** (false) as quickly and honestly as you can. Don't overthink. You'll score on the next page.

NAME _____ **DATE** _____ **ROLE** _____

PLANNING

QUESTIONS 1-4

1.	I invest time in planning objectives and desired outcomes for projects.	○ T ○ F
2.	I have little time for planning ahead.	○ T ○ F
3.	I involve others in shaping plans.	○ T ○ F
4.	I tend to operate on a short-term or crisis-to-crisis basis.	○ T ○ F

GOAL SETTING

QUESTIONS 5-8

5.	I work with others to develop and achieve their goals and plans.	○ T ○ F
6.	When I set goals, I tend to hand them down to employees as instructions.	○ T ○ F
7.	I make sure that goals and expectations are always written down, clear, and informative for management.	○ T ○ F
8.	I am more activity, or task-oriented than results, or goal-driven.	○ T ○ F

GIVING PERFORMANCE FEEDBACK

QUESTIONS 9-12

9.	I give feedback related directly to what employees are working on, regularly.	○ T ○ F
10.	I give feedback at annual review time.	○ T ○ F
11.	I provide both positive and negative feedback in a specific way, so staff always know where they stand.	○ T ○ F
12.	I occasionally give praise, but I'm more likely to give feedback only when something has gone wrong.	○ T ○ F

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DEALING WITH PERFORMANCE PROBLEMS

QUESTIONS 13-16

13.	I address issues as they arise, with a solutions-oriented approach.	○ T ○ F
14.	I often feel uncomfortable addressing performance problems and avoid them when I can.	○ T ○ F
15.	I work with employees to map out plans for improvement.	○ T ○ F
16.	Seeking punitive measures is often the first action I take when dealing with performance problems.	○ T ○ F

DELEGATING

QUESTIONS 17-20

17.	I delegate as much as possible to maximize resources and improve productivity.	○ T ○ F
18.	I tend to delegate little beyond simple tasks.	○ T ○ F
19.	I delegate based on staff development needs and succession plans.	○ T ○ F
20.	When I delegate a task, I expect staff to complete it with minimal help from me.	○ T ○ F

MENTORING AND STAFF DEVELOPMENT

QUESTIONS 21-24

21.	I take an active interest and get involved in employee training and growth.	○ T ○ F
22.	I take a learn-on-your-own, sink-or-swim approach to development.	○ T ○ F
23.	I encourage staff to consider extra training and lateral moves within the organization when it might expand their capabilities long-term.	○ T ○ F
24.	I am primarily concerned with staff members' performance in their current jobs, turnover is high and we are unlikely to keep staff long-term.	○ T ○ F

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Scoring & Interpretation

Transfer your T/F answer for each question into the matching cell below. Count the number of True responses in each column.

COLUMN A: LEADERSHIP (Odd-numbered items)				COLUMN B: MANAGEMENT (Even-numbered items)			
1.		3.		2.		4.	
5.		7.		6.		8.	
9.		11.		10.		12.	
13.		15.		14.		16.	
17.		19.		18.		20.	
21.		23.		22.		24.	
SUM OF TRUE RESPONSES				**SUM OF TRUE RESPONSES**			

How to read your results

Odd-numbered items are Leadership indicators. Even-numbered items are Management indicators. If your Leadership score (Column A) is lower than or equal to your Management score (Column B), you are over-managing and under-leading.

If your Leadership score is higher, that's good news. Review your answers within each of the six aspects (Planning, Goal Setting, Feedback, Performance Problems, Delegating, Mentoring) and look for any aspect where Management still outpaces Leadership. Those are the muscles to develop next.

Lead **First,** ***Manage*** **Second.**

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