

BALANCE ASSESSMENT EXERCISE



Good leadership requires balance. Finding that balance can be a challenge. Our ego is often the biggest barrier to identifying where we are out of balance and where we need to change. Our natural tendency for our ego is to tell us it is someone else or something else that needs to change, and we are not the problem. Despite knowing that both as individuals and as organizations we need to innovate and adapt to succeed, our egos are powerful enough to stop those changes from happening. That is why humility is the most important quality of a good leader. The ability to be your own harshest critic and honestly self-assess and evaluate your role in different situations is critical to strong leadership. When we can recognize the influence of our ego and check it, we open the opportunity to innovate and adapt, grow, develop, learn, accomplish objectives, and win. Good leaders constantly self-assess and stay balanced, because they fully understand and believe that they own everything that affects their world.



BALANCE ASSESSMENT EXERCISE:

Clear All

Assess yourself as a leader in your implementation of the 4 Laws of Combat. The goal is to recognize where you are out of balance. Be honest and identify areas for growth and improvement.

COVER AND MOVE Teamwork, rather than the individual, is paramount. Breaking down silos to promote mutually supportive efforts to achieve overall mission accomplishment and success for the organization.

TOO LITTLE **BALANCED** **TOO MUCH**

1	<input type="radio"/>	DOESN'T FULLY UNDERSTAND THE MISSION OF OTHER TEAMS	<input type="radio"/>	PARTIALLY UNDERSTANDS THE MISSION OF OTHER TEAMS	<input type="radio"/>	COMPLETELY UNDERSTANDS ALL ASPECTS AND MISSIONS OF OTHER TEAMS AND PEER LEADERS	<input type="radio"/>	UNDERSTANDS OTHER TEAMS' MISSIONS BETTER THAN YOUR OWN	<input type="radio"/>	UNDERSTANDS EVERYONE ELSE'S MISSION SIGNIFICANTLY BETTER THAN YOUR OWN	
	2	<input type="radio"/>	PROVIDES SUPPORT TO OTHER TEAMS WHEN DIRECTED TO	<input type="radio"/>	RESPONDS TO REQUESTS FOR SUPPORT FROM OTHER TEAMS	<input type="radio"/>	PROVIDES PROACTIVE, TIMELY, AND EFFECTIVE SUPPORT TO OTHER TEAMS WHENEVER NEEDED	<input type="radio"/>	PROVIDES SUPPORT THAT OCCASIONALLY INTERFERES WITH OTHER TEAMS' EFFICIENCY	<input type="radio"/>	PROVIDES UNSOLICITED SUPPORT THAT CAN INTERFERE WITH OTHER TEAMS' EFFICIENCY
		3	<input type="radio"/>	DOES LITTLE TO DEVELOP RELATIONSHIPS WITH OTHER TEAM LEADERS	<input type="radio"/>	DEVELOPS RELATIONSHIPS WITH SOME BUT NOT ALL OTHER LEADERS AND TEAMS	<input type="radio"/>	GOES THE EXTRA MILE TO ESTABLISH AND MAINTAIN GOOD RELATIONSHIPS WITH OTHER TEAM LEADERS TO ENSURE MISSION SUCCESS	<input type="radio"/>	SOMETIMES "PUTS OFF" OTHER LEADERS WITH UNCOLLABORATIVE BEHAVIOR	<input type="radio"/>
	4		<input type="radio"/>	CONCERNED ABOUT OWN TEAM'S MISSION AND PRIORITIZES IT ABOVE OVERALL MISSION SUCCESS	<input type="radio"/>	FEELS OWN TEAM'S MISSION IS MORE IMPORTANT THAN OTHER TEAMS	<input type="radio"/>	PERFECTLY BALANCES SUPPORT OF OTHER TEAMS WITH ACHIEVEMENT OF OWN TEAM'S MISSION	<input type="radio"/>	SUPPORT OF OTHER TEAMS SOMETIMES IMPACTS OWN TEAM'S ABILITY TO EXECUTE	<input type="radio"/>

SIMPLE Understands that simplifying plans is fundamental to success. Missions are communicated in a simple, clear, and concise manner so the entire team understands their role and what they are doing to support organizational success.

TOO LITTLE **BALANCED** **TOO MUCH**

1	<input type="radio"/>	PLANS DON'T PROVIDE ENOUGH DETAILED DIRECTION FOR THE TEAM TO EXECUTE	<input type="radio"/>	PLANS ARE SOMETIMES VAGUE AND LACK ENOUGH DIRECTION TO BE WELL-EXECUTED	<input type="radio"/>	ALWAYS CREATES SIMPLE, CLEAR PLANS THAT EVERYONE ON THE TEAM UNDERSTANDS AND CAN IMPLEMENT EFFECTIVELY	<input type="radio"/>	PLANS ARE MORE COMPLEX THAN THEY NEED TO BE	<input type="radio"/>	PLANS ARE OVERLY-COMPLICATED AND DIFFICULT TO IMPLEMENT	
	2	<input type="radio"/>	PLANS FAIL TO ADDRESS CONTINGENCIES THAT ARE LIKELY TO OCCUR	<input type="radio"/>	PLANS ADDRESS SOME CONTINGENCIES THAT ARE LIKELY TO OCCUR	<input type="radio"/>	PLANS COVER ALL LIKELY CONTINGENCIES, AND PROVIDE DETAILS FOR EXECUTION AT ALL LEVELS OF THE ORGANIZATION	<input type="radio"/>	PLANS SOMETIMES INCLUDE UNREALISTIC CONTINGENCIES	<input type="radio"/>	PLANS INCLUDE CONTINGENCIES THAT ARE HIGHLY UNLIKELY AND DETAILS THAT ARE NOT RELEVANT
		3	<input type="radio"/>	COMMUNICATION IS VAGUE AND LACKS APPROPRIATE DETAIL AND CLARITY FOR TEAM TO EXECUTE PROPERLY	<input type="radio"/>	COMMUNICATION IS GENERALLY THOROUGH ENOUGH TO PROVIDE UNDERSTANDING	<input type="radio"/>	ALL COMMUNICATION IS CONSIDERED HIGHLY EFFECTIVE AND DELIVERED IN A SIMPLE, CLEAR, AND CONCISE MANNER	<input type="radio"/>	COMMUNICATION CAN BE EXCESSIVE AND INCLUDES SOME DETAILS THAT ARE UNNECESSARY FOR EXECUTION	<input type="radio"/>
	4		<input type="radio"/>	LIMITED INTERACTION OR FEEDBACK FROM TEAM; FEW QUESTIONS IN EITHER DIRECTION	<input type="radio"/>	INTERACTION WITH TEAM MEMBERS INFREQUENT ENOUGH TO CAUSE LACK OF CLARITY	<input type="radio"/>	IMPLEMENTS IDEAL LEVEL OF INTERACTION BETWEEN TEAM MEMBERS; ENSURES UNDERSTANDING OCCURS AT EVERY LEVEL	<input type="radio"/>	INTERACTIONS ARE SOMETIMES UNNECESSARY AND AFFECT CLARITY OF MISSION	<input type="radio"/>



PRIORITIZE AND EXECUTE

Understanding priorities and staying ahead of real-time problems. Maintaining a strategic and detached view of problems while providing clear and concise solutions that focus effort on the priority task that will have the most impact for the organization.

TOO LITTLE BALANCED TOO MUCH

1	OFTEN TRIES TO ACCOMPLISH TOO MUCH AT ONE TIME	DOES NOT CONSISTENTLY RECOGNIZE WHAT THE BIGGEST ISSUE, PROBLEM, OR TASK IS	ISSUES, PROBLEMS, TASKS ARE OPTIMALLY ASSESSED FOR IMPACT, PLACED IN PRIORITY ORDER, AND EXECUTED METHODICALLY	OCCASIONALLY JUMPS TO CONCLUSIONS OF WHAT THE BIGGEST PRIORITY ISSUE, PROBLEM, OR TASK IS	JUMPS TO CONCLUSIONS ON BIGGEST PRIORITY WITHOUT THOROUGH ASSESSMENT
2	SPREADS RESOURCES OVER TOO MANY PRIORITIES SO LITTLE GETS ACCOMPLISHED	SPENDS TIME PRIORITIZING BUT DOESN'T ALWAYS PUT RESOURCES ON THE MOST IMPACTFUL PRIORITY	RESOURCES ARE PERFECTLY ALLOTTED TO PRIORITY EFFORT; EXCESS RESOURCES ARE SHIFTED TO THE NEXT PRIORITY	PLACES TOO MANY RESOURCES ON A PROBLEM DUE TO NOT ALWAYS UNDERSTANDING THE PRIORITIES	CONSISTENTLY PUTS MORE RESOURCES THAN NEEDED ON ONE PRIORITY
3	GETS TARGET FIXATED AND LOSES SITUATIONAL AWARENESS OF OTHER PROBLEMS	REASSESSES ON OCCASION BUT NOT ENOUGH TO RECOGNIZE CHANGES IN PRIORITY	CONTINUAL, BUT MEASURED, REASSESSMENTS ARE CONDUCTED TO ENSURE PRIORITIES HAVE REMAINED THE SAME	REASSESSES TOO OFTEN AND SHIFTS TO NEW PRIORITIES TOO QUICKLY	SHIFTS PRIORITIES TOO QUICKLY OFTEN WITHOUT FULL UNDERSTANDING OF BIG PICTURE
4	CHANGES IN PRIORITIES ARE NOT SHARED THROUGHOUT THE ORGANIZATION'S CHAIN OF COMMAND	CHANGES IN PRIORITIES ARE NOT ALWAYS COMMUNICATED WITH CLARITY	PRIORITIES ARE CLEARLY COMMUNICATED UP AND DOWN THE CHAIN OF COMMAND ALWAYS IN A TIMELY MANNER	SOMETIMES CHANGES IN PRIORITIES ARE COMMUNICATED TOO OFTEN, CAUSING SOME LEVEL OF CONFUSION	COMMUNICATES CHANGES EXCESSIVELY WHICH LEADS TO CONFUSION UP AND DOWN THE CHAIN OF COMMAND

DECENTRALIZED COMMAND

Everyone leads. Leaders develop subordinates so they are free to move where they are needed most. The team understands the "why" behind every task to ensure organizational success.

TOO LITTLE BALANCED TOO MUCH

1	COMMANDER'S INTENT AND MISSION TASKING ARE TOO DETAILED AND PREVENT SUBORDINATE DECISION MAKING	COMMANDER'S INTENT AND MISSION TASKS ARE SOMETIMES TOO DETAILED AND RESTRAIN SUBORDINATE LEADERSHIP	TEAM ALWAYS AND FULLY UNDERSTANDS THE COMMANDER'S INTENT AND EXECUTES BASED ON IT	COMMANDER'S INTENT AND MISSION IS COMMUNICATED BUT NOT ALWAYS CLEAR	TEAM DOES NOT UNDERSTAND THE MISSION OR THE COMMANDER'S INTENT
2	MISTAKES ARE NOT ALLOWED, RESTRICTING SUBORDINATE DECISION MAKING AND ACTIONS	ALLOWS FEW MISTAKES, OFTEN INHIBITING THE INITIATIVE OF SUBORDINATE LEADERS	STRIKES IDEAL BALANCE OF ALLOWING SUBORDINATE LEADERS TO MAKE MISTAKES WITHOUT JEOPARDIZING	SOME MISTAKES THAT NEGATIVELY IMPACT THE MISSION GO UNADDRESSED	MISTAKES ARE MADE BY SUBORDINATES WITHOUT CORRECTION OR APPROPRIATE ATTENTION
3	CONTROLS MOST OF SUBORDINATE LEADER DECISIONS AND LIMITS INITIATIVE	OCCASIONALLY CONTROLS TOO MUCH OF WHAT SUBORDINATE LEADERS DO	ALLOWS SUBORDINATE LEADERS TO LEAD WITH OPTIMAL BLEND OF GOOD, CORRECTIVE GUIDANCE	SOMETIMES ALLOWS SUBORDINATE LEADERS TO GO OFF TRACK	SUBORDINATE LEADERS OFTEN GO OFF-TRACK WITHOUT GUIDANCE
4	DISTRUST OF SUBORDINATE LEADERS; CONSTANT FOLLOW UP	FOLLOWS UP FREQUENTLY WITHOUT FULLY TRUSTING SUBORDINATES	ALWAYS BUILDS WELL-DESERVED AND RECIPROCATED TRUST THROUGHOUT THE CHAIN OF COMMAND	TRUST IS GIVEN WITH LIMITED ASSESSMENT OR FOLLOW UP	TRUST IS GIVEN WITHOUT ASSESSMENT OR FOLLOW UP

IMPLEMENTATION



- What is one area you are out of balance and need to improve?

- What is causing the problem? Why are you out of balance?

- What are the consequences of this imbalance? Who else is impacted?

- What steps can you take to get back in to balance? What solutions can you start implementing now?

HOW TO TAKE OWNERSHIP



1. Explain the problem
2. Describe the consequences
3. Take ownership
4. Provide a solution
5. Facilitate implementation

THIS IS ABOUT YOU.

