



Center for
Management &
Organization
Effectiveness

Execution Assessment

Understanding Your Tendencies

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Execution Assessment

Respond to each of the eighteen items below by reading the statement on the left and the statement on the right. Use the scale to indicate to what extent either statement is truer of you in most situations. Please circle only one number per item.

The information collected in this assessment is intended to increase your awareness of your personal tendencies and style as they relate to the execution of important tasks, assignments, or initiatives in your business. No answer is “better” or “worse” than another, so it is to your benefit to be as honest as possible.

1.	I am motivated by moving beyond the familiar, day-to-day business activities and advocating for change, innovation, and new ideas in order to make a positive difference in the organization.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I am motivated by performing tasks in familiar or traditional ways; working at a stable, comfortable pace or level of intensity; and supporting and maintaining the established methods of accomplishing my work.
7	6	5	4	3	2	1				
2.	To help the organization execute on its objectives and achieve its desired results, I prefer to take immediate action on my responsibilities, tasks, or assignments.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	To help the organization execute on its objectives and achieve its desired results, I prefer to think, analyze, and work in a structured, systematic way rather than taking action too quickly.
7	6	5	4	3	2	1				
3.	I am aware of and able to manage my own reservations, doubts, and concerns when it comes to beginning, performing, and completing new, big, important tasks at work.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I feel uncertain and uneasy when I’m asked to begin, perform, or complete new, big, important tasks at work.
7	6	5	4	3	2	1				
4.	I have a network of mentors and partners that I can rely on to help me and I seek out their support and input when I face legitimate	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I have an aversion to asking others for their help and don’t always know who I can rely on for additional support when I face obstacles
7	6	5	4	3	2	1				

	obstacles and challenges that I'm not sure I can work through on my own.		and challenges that I'm not sure I can work through on my own.
5.	I am steadfast and committed to seeing an execution plan through to completion, even if it is difficult, complex, or time-consuming.	7 6 5 4 3 2 1	My personal resolve, commitment, and energy level can sometimes decrease and fade over time when it comes to executing a challenging or complex plan over the long haul.
6.	I am able to sustain my focus on the execution of important new ideas, tasks, or plans by keeping distractions and competing priorities under control.	7 6 5 4 3 2 1	I can sometimes be distracted and lose my ability to focus on the execution of important new ideas, tasks, or plans when other priorities, tasks, and activities demand my time or attention.
7.	I generally communicate openly and provide information about the desired outcome and clarity about the roles that others can play in achieving a big, new, important task or goal.	7 6 5 4 3 2 1	I sometimes overlook the importance of providing people with all of the information they need to become fully engaged, committed to the work, and personally invested in achieving a successful outcome.
8.	I usually explain how tasks that have been assigned relate to other important organizational objectives so that people have a clear understanding of the roles they play.	7 6 5 4 3 2 1	I don't always take the time to explain the relationship between the tasks that people have been assigned and our larger goals and objectives.
9.	When deciding who to include in the execution of an important task, project, or assignment, I take the expertise, strengths, weaknesses, and abilities of others into consideration so that the work that needs to be done is matched to the people who can best accomplish it.	7 6 5 4 3 2 1	When looking for others to include in the execution of an important task, project, or assignment, I involve anyone who is available to help with the work that needs to be done and don't worry too much about how well their

			personal interests or professional capabilities match to the requirements of the job.
10.	I help people feel a sense of personal commitment and responsibility for completing their tasks, assignments, and projects and see that they are an integral part of supporting the broader initiative and goals of the organization.	7 6 5 4 3 2 1	I assume that most people have an innate sense of personal commitment and responsibility for competing their tasks, assignments, and projects, and I don't typically find it to be necessary to explicitly define how people fit into the broader initiative and goals of the organization.
11.	I provide people with enough support and guidance that they are able to successfully complete their tasks and manage most changes and challenges that arise without excessive involvement from me.	7 6 5 4 3 2 1	I sometimes provide others with too little guidance or allow them to become overly reliant on me, which can create an environment where people struggle to successfully complete their tasks and manage changes on their own.
12.	When I notice people's objections, concerns, or resistance towards the plan of action or the tasks associated with it, I point it out, listen actively, collaborate with them, and discuss possible solutions so that we can resolve the issue.	7 6 5 4 3 2 1	When I notice people's objectives, concerns, or resistance towards the plan of action or the tasks associated with it, I don't always feel comfortable discussing those concerns, so I typically reiterate what the plan is and direct people to compete the tasks they have been assigned.
13.	I tend to work with others to ensure the creation of a very specific, thoughtful, detailed plan of action so that very little, if anything, is left to chance.	7 6 5 4 3 2 1	I tend to gather others' ideas and create a general outline of the actions we will take, but sometimes I provide too few details or specifics that would be helpful for the successful completion of the tasks or plan.

14.	Creating a well-defined plan on a complex initiative or project is important to me because it forces me to think through all of the scenarios and factors that could negatively or positively impact my ability to complete the task or initiative successfully.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I believe that creating a finely detailed plan on a complex initiative or project is of little value because there are often so many unknowns and factors that are outside of my control. My tendency is to take situations as they come.
7	6	5	4	3	2	1				
15.	The expectations for everyone involved with a task, project, or plan (including myself) are formally and clearly established.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	It is assumed that people know what the expectations are when it comes to fulfilling responsibilities, so people's actions may not always be fully aligned with the requirements of the business or initiative.
7	6	5	4	3	2	1				
16.	I believe that formally establishing accountability for completing the tasks or plan creates transparency in the process and instills a sense of personal responsibility for making progress and overcoming obstacles.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I believe that formally establishing accountability for completing the tasks or plan creates unnecessary complexity and bureaucracy, so I allow people to manage their projects and accomplish their assignments with minimal oversight from me.
7	6	5	4	3	2	1				
17.	I work hard to make myself available to my people, keep the lines of communication open, and recognize people for the progress we are making before, during, and after the execution process.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	Once we begin the execution process, I turn the ultimate responsibility for effectively executing on the task or initiative over to others and focus my attention on my own critical priorities; I don't want to be perceived as overly controlling.
7	6	5	4	3	2	1				
18.	I believe that it is just as important to provide feedback and guidance to people who are achieving success as those who are struggling or facing challenges with their responsibilities.	<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">7</td> <td style="padding: 5px;">6</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">4</td> <td style="padding: 5px;">3</td> <td style="padding: 5px;">2</td> <td style="padding: 5px;">1</td> </tr> </table>	7	6	5	4	3	2	1	I believe that people who are executing on their responsibilities successfully don't need additional input, so I tend to provide feedback and guidance only to the people who are
7	6	5	4	3	2	1				

			struggling to successfully complete their tasks or assignments.
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Execution Assessment Scoring

Insert your responses to each item from the Execution Assessment on the appropriate line below. Add the numbers in each column (Parts A, B, and C) to find your total for each dimension of execution excellence.

Part A: Self

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Total _____

Part B: Enroll Others

7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

Total _____

Part C: Mechanics

13. _____
14. _____
15. _____
16. _____
17. _____
18. _____

Total _____

Execution Assessment: Interpreting Your Results

Scoring

37–42: Your score indicates a strong preference for the behaviors that lead to successful execution on the job. Look for ways to leverage your abilities and share your expertise in this area with others.

31–36: Although your score indicates a fairly strong preference for the behaviors that support effective execution, you could still benefit from furthering your development along this dimension. Seek out on-the-job opportunities, developmental assignments, and learning tasks that would help you increase your capabilities in this area.

25–30: Your score indicates that this dimension is an area for development for you. Becoming more aware of your preferences and abilities in this area provides you with greater self-knowledge and an opportunity for improvement along this dimension. Talk with your leader or a trusted advisor about how you might work to improve your abilities in this area.

19–24: Your score indicates that the skills, abilities, and behaviors required of this dimension can be challenging for you. Working to develop your abilities in this area would improve your ability to successfully execute on projects and assignments in your work. Explore your options with your leader and/or a trusted mentor, and work together to create personally meaningful developmental assignments that would support your growth in this area.

What does this mean to me?

The Execution Assessment is designed to provide you with greater self-awareness and more information about your personal preferences and patterns of behavior when executing on new, big, or different tasks at work. Understanding your tendencies and assessing the different options you have will allow you to make objective decisions about how you choose to execute on your responsibilities at work rather than automatically defaulting to the approach that you find most comfortable or familiar.

From a classic perspective, the factors that need to be in place for effective execution to take place are achieving results, securing desired outcomes, and completing tasks successfully. If these factors are high priorities for you in your role, then a higher score is better. However, a lower score on any of the three dimensions measured in this Assessment doesn't necessarily mean that you're in trouble. For example, it might indicate that you are preoccupied, focused on other things that may be important, too. That said, a low score in a given dimension may also indicate that there is potential for you to develop, change, or improve in that area.

As you review your scores for the three dimensions (“Self,” “Enroll Others,” and “Mechanics”), ask yourself some questions like the following:

- What are my personal opportunities for growth and further development along this dimension?
- If my score is low, what changes do I need to make?
- Given the nature of my role and/or organization, do I feel able to make the needed changes? Why?
- What are one or two things that I can take from this experience that will help me with some facets of execution in my job?

The key to enhancing your own personal execution capacity is to begin an important task or project, and to take action *now*. Remember: “The journey of a thousand miles begins with a single step.”

Tips & Reminders

- Allow your initial actions to be imperfect. You will refine and improve as you go.
- Be your own coach. Engage in open, honest dialogue with yourself.
- Remind yourself to get started, reflect on the positive impact of your actions, and brainstorm alternative actions.
- Reach out to your network of allies and colleagues who can provide you with ideas and support.
- Find qualified people to fill roles in the execution process.
- Identify and analyze the tasks necessary to successfully execute on the project, task, or assignment.
- Establish interim milestones and near-term checkpoints (break the big plan into smaller parts).
- Measure progress made towards the project’s goals, not just its final outcomes.
- Gather, analyze, and communicate about the facts of the current situation.
- Identify possible alternative courses of action.
- Coordinate with others on activities.
- Get some early wins, even if they are small.
- Set aside a specific time to work on the tasks or assignments that you need to execute on

Don’t allow interruptions and other important priorities to derail you. Try to maintain focus on the important execution work that needs to be done.