PROFESSIONAL VERSUS EXECUTIVE
TWO DISTINCT APPROACHES TO LEADERSHIP AND CONTRIBUTION
PERSONAL ASSESSMENT

Instruction A: Check the box that most applies to you and then add up the scores in each column at the end of the second page.

	Professional	***Executive***
1. Who am I?	❑ An expert, the best.	❑ I know some things but I'd like to find others that are better than me to get this done.
2. Who should do this?	❑ In my field I am very capable. If what needs to be done is within my scope of capability I'd be the best to do it, if at all possible.	❑ In my field there are many better personal doers and even if there weren't I'd still like to find someone else to do it, if at all possible.
3. The people who report to me are mostly there to …	❑ Help me make a great contribution of my excellent skills—no one can do this quite as effectively I can.	❑ Take whole areas of responsibility and get the job done at least as good as I could.
4. How do methods and outcomes relate?	❑ If you don't have the right method your outcome will not be excellent. I think outcome and method are equally important and I know the right method.	❑ I think that many methods get good outcomes. How a person gets the outcome is far less important to me than the outcome itself.
5. How important is it that things are done right?	❑ Extremely important. I have strong opinions about the right way and the wrong way to do things. Frankly, I am very good at getting things done right and I can tell others exactly what to do.	❑ It is more important that things get done even if not done exactly the way I would do them. Good enough is OK if it meets our quality parameters. There are several ways to do something. I am willing to let others figure it out for themselves.
6. How should I spend my time?	❑ Getting the job done. If you want it done right you should either do it yourself or closely monitor those who are needed to help.	❑ I spend most of my time thinking about the next steps. I will coach my people but they need to do the job without undue involvement from me.

	Professional	***Executive***
7. What is my focus?	❑ What needs to be done next, why is it important, and then, if at all possible, do it myself.	❑ What needs to be done next, why is it important, and what resource can I bring to bear on the need at hand.
8. When repetitive problems occur I…	❑ Simply redouble my effort and try to get some more helpers.	❑ Establish more effective systems & processes and find people to lead them.
9. When I involve other people I typically…	❑ Delegate *(sometimes abdicate if my scope is getting complicated).*	❑ Empower
10. How closely do people need to be managed.	❑ Quite closely. If you want things done right you have to control people fairly tightly to insure the proper result. In areas in which I am good you can count on me for tight management.	❑ Most people simply need to be given the desired results and then left to get it done. If they need help I will do some coaching but I am certainly not going to come even remotely close to doing their job for them.
11. Quality control	❑ The best way to assure quality is to do it yourself or, at the very least, closely track those who are helping you. If you can't do it right—and I am the one who defines right—why do it at all?	❑ While I like quality, I believe there is a fairly wide range in most areas in which you could say quality occurred. I am more concerned with getting the job done, hopefully by someone else, than I am getting the job done exactly the way I would do it.
12. My focus	❑ Personal doing and contribution.	❑ Thinking big picture—finding resources.
13. People	❑ I get the most enjoyment from people who help me do the job right according to my standards.	❑ I enjoy people becoming leaders in there own right even if they do the job in different way than I would do the job.
Totals	***Professional: P=_____***	***Executive: E=_____***

Instruction B: Subtract your lowest score from your highest score. If your highest score was professional circle the result on the "P" side of the continuum and, conversely, if your highest score was executive circle the result on the "E" side.

"P" 13 12 11 10 9 8 7 6 5 4 3 2 1 0 1 2 3 4 5 6 7 8 9 10 11 12 13 "**E**