

# The 3E's Diagnostic: Assess Your Leadership Style

Take this assessment to find out if your leadership style skews toward eroding, enduring, or emerging traits.

Self-assessment instructions: Use our scoring rubric to indicate *how frequently* you exhibit the leadership behaviors described in each section.

## SCORING

- 1 point - Never
- 2 points - Rarely
- 3 points - Sometimes
- 4 points - Often
- 5 points - Very Often

ERODING BEHAVIORS	SCORE
Rely on hierarchy to make decisions	
Ask permission from superiors	
Take a one-size-fits-all approach to manage all groups and situations	
Create rigid multiyear strategic plans and stick to them	
Make the final decision and expect adherence	
Recommend following accepted protocols	
Only pass essential information down to team members	
Micromanage the work of each member of the team	
<b>Eroding Subtotal:</b>	

ENDURING BEHAVIORS	SCORE
Approach situations in a customer-centric manner	
Create a clear vision	
Act as a role model and set an example	
Take risks and go beyond the status quo	
Lead change and actively evangelize it	
Regard performance as the ultimate objective	
See everything through the lens of profitability	
Demonstrate ethics and integrity	
<b>Enduring Subtotal:</b>	

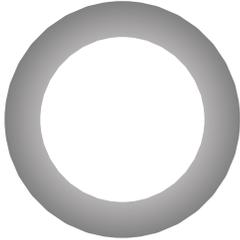
EMERGING BEHAVIORS	SCORE
Feel comfortable working across boundaries within and outside your organization	
Feel intrinsically driven by a strong purpose	
Base decisions on data and analytics	
Behave authentically in thoughts and communication	
Demonstrate empathy in all interactions	
Believe in and actively promote inclusivity	
Nurture the passion of team members	
Show humility in all interactions	
<b>Emerging Subtotal:</b>	

**TOTAL POINTS:**  
(Add subtotals together)

# Your Leadership Profile

See detailed scoring instructions below. Write your score for each category in the corresponding circle.

## ERODING SCORE

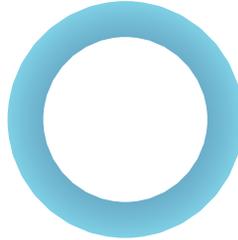


(ERODING SUBTOTAL / TOTAL POINTS)  
x 100

### Eroding Behaviors

Many eroding behaviors were at one time viewed as normative but are today considered less important or even counterproductive.

## ENDURING SCORE

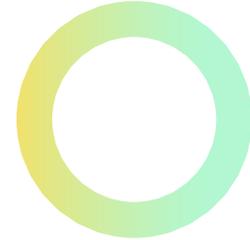


(ENDURING SUBTOTAL / TOTAL POINTS)  
x 100

### Enduring Behaviors

Some time-tested leadership attributes and behaviors are still viewed as critical in the new leadership playbook.

## EMERGING SCORE



(EMERGING SUBTOTAL / TOTAL POINTS)  
x 100

### Emerging Behaviors

Some behaviors that may not have appeared in a company's leadership framework five years ago are becoming more critical to success.

## Scoring Instructions

1. Add together your Eroding, Enduring, and Emerging subtotals to get your **total points**.
2. Divide *each* of your subtotals by your **total points** and then multiply by 100 to get your Eroding, Enduring, and Emerging score percentages.
3. The resultant percentages will help you understand which traits are strongest in your leadership profile.

**Read the full report at [sloanreview.mit.edu/leadership2020](https://sloanreview.mit.edu/leadership2020) to learn more about how leadership is changing.**