# **Job #1: Become a Coach**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| I accept that my role as a leader is to help team members make their best contribution, not to be a functional expert |  |  |  |
| I empower and encourage team members to make decisions appropriate to their level |  |  |  |
| I let my team do most of the talking |  |  |  |

Ideas for improvement:

# **Job #2: Remove Obstacles**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| I provide needed decisions, prioritization, and clarity on a timely basis |  |  |  |
| I maintain a roadmap at least twice as far out as our active projects |  |  |  |
| I meet regularly with others in my organization to learn about and guide future work, and to resolve issues holding back my team |  |  |  |

Ideas for improvement:

# **Job #3: Build Relationships**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| I have healthy relationships with key internal and external stakeholders |  |  |  |
| I actively seek out opportunities to meet new people |  |  |  |
| I help people with no expectation of something in return |  |  |  |

Ideas for improvement:

# **Job #4: Become a Strategic Learner**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| I have a growth mindset and seek to improve |  |  |  |
| I have goals and a plan for my own learning and development |  |  |  |
| I dedicate learning time each month appropriate to my long-term goals |  |  |  |

Ideas for improvement:

# **Job #5: Create Alignment**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| My team knows the organization’s mission, BHAG™, and 12-month goals |  |  |  |
| My team knows how its projects support the broader organizational goals and can define success |  |  |  |
| My team knows the appropriate levels of quality, cost, time, and scope for its projects |  |  |  |

Ideas for improvement:

# **Job #6: Challenge the Team**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| My team is proactive and has an ownership mentality |  |  |  |
| My team has created and shared clear standards for how it works |  |  |  |
| My team suggests improvements that are regularly implemented |  |  |  |

Ideas for improvement:

# **Job #7: Nurture a Healthy Culture**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| My team has agreed-upon values and a code of conduct that are appropriate for the work of the team and organization |  |  |  |
| My team regularly reviews our established code of conduct and celebrates each other  |  |  |  |
| My team members have a growth plan |  |  |  |

Ideas for improvement:

# **Job #8: Assemble the Right Team**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| My team hires for cultural fit and intrinsic motivation as much as functional skills |  |  |  |
| My team has a hiring process that reflects who we are and doesn’t create artificial barriers |  |  |  |
| My team re-hires at regular intervals |  |  |  |

Ideas for improvement:

# **Job #9: Create Accountability**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Importance | Target | Current |
| My team has a growth mindset and seeks to improve |  |  |  |
| My team has feedback loops between themselves, myself, our stakeholders and  |  |  |  |
| My team members are comfortable challenging each other and have healthy debates |  |  |  |

Ideas for improvement: