What Are You Really Building?

The Leadership Scoreboard Self-Check

Exercise for Leadership Reflection and Sustainable Impact

Part 1: Introduction & Line of Thought

In Chapter 1 of When You Are Not in the Room, we introduced four outcomes that reveal what leadership is ultimately building: a thriving culture, an organization that flows, continuous value creation, and extraordinary strategy execution. Chapter 8 connected those outcomes to the practices leaders reinforce every day.

Yet most leadership scoreboards focus on what is easiest to count: targets met, budgets delivered, and projects completed. Those results matter. But they rarely tell the whole story about the capabilities, relationships, and ways of working taking shape beneath them.

This exercise invites you to look beyond immediate performance and consider what would continue to work without your constant involvement. The aim is reflection grounded in evidence, rather than a formal assessment or a numerical verdict on your leadership.

For each outcome, choose a rating and record something you have actually observed. Be willing to distinguish what your team can sustain from what still depends on you.

How much of what you have built would continue working if you were no longer there to push it forward?



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Part 2: The Leadership Scoreboard

Instructions: Rate each outcome from 1 to 5 based on what is evident in your team today. Then provide one concrete example that supports your rating. Do not add the ratings into a total score.

1 = Little observable evidence 3 = Some evidence, inconsistent 5 = Strong, consistent evidence

A Thriving Culture

Do people consistently demonstrate trust, constructive behaviors, and a willingness to contribute and grow?

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

What observable evidence supports your rating?

An Organization That Flows

Can people coordinate, adapt, solve problems, and move work forward without unnecessary friction or dependence on you?

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

What observable evidence supports your rating?

Continuous Value Creation

Are people proactively improving how work gets done and creating value for customers and other stakeholders?

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

What observable evidence supports your rating?

Extraordinary Strategy Execution

Does your team translate priorities into sustained results without requiring your continuous intervention?

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

What observable evidence supports your rating?



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Part 3: The Absence Test

Imagine stepping away for 30 days. You are unavailable for informal approvals, daily problem-solving, or behind-the-scenes intervention. Your team knows the priorities, but must operate without your direct involvement.

What would continue working well, and why?

What would slow down, deteriorate, or stop?

What might your team discover it can do without you?



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Part 4: What Will You Build Differently?

Look back at your ratings, the evidence you recorded, and your answers to the absence test. A high rating is only meaningful if the evidence supports it. A low rating is useful if it helps you decide what to change.

Which outcome appears strongest today? What has helped make it sustainable?

Which outcome needs the most attention? What evidence tells you so?

What is one leadership behavior you will change over the next 30 days to strengthen that outcome?

How will you know that something has improved without relying only on your own perception?

A final question to carry forward: If you repeated your current leadership behaviors for another three years, would you be satisfied with the organization they would create?

Sooner or later, you will leave the room. What will remain when you do?



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