

THE LEADERSHIP SCORECARD

A diagnostic for new and emerging leaders. Twenty-five statements, five dimensions, one honest picture of how you lead today.

Most leadership advice tells you what to do. This tells you where you actually stand — so you can spend your next 90 days on the one dimension that will move everything else.

USE THIS IF

- You've recently stepped into a leadership role and want a clear-eyed baseline
- You sense you're leading from your strengths and quietly avoiding the rest
- You want to measure progress every 90 days — movement, not perfection

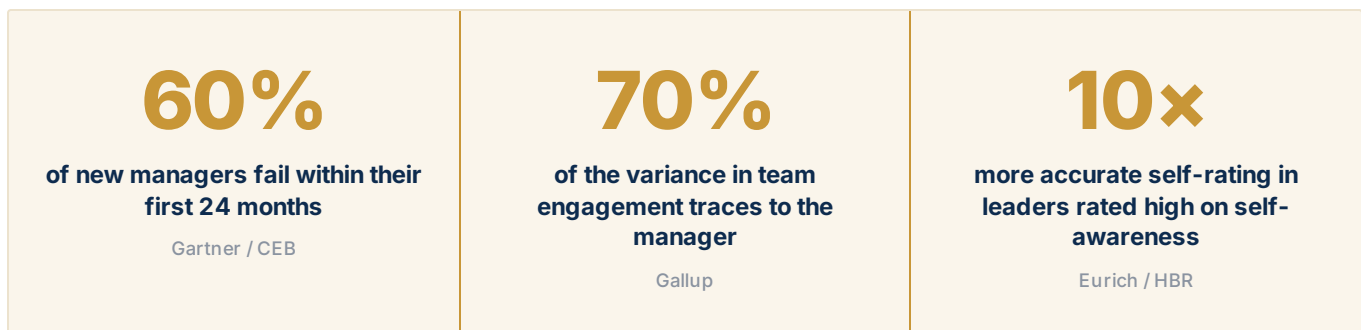
INTRODUCTION

Why Self-Awareness Comes First

You can't improve what you can't see. The hardest part of becoming a leader isn't learning new skills — it's seeing your own leadership clearly enough to know which skill to build next.

Research on leadership derailment is remarkably consistent: new managers rarely fail because of one dramatic mistake. They fail through a slow accumulation of blind spots — the feedback never given, the priority never named, the relationship never built. The effects are felt long before the cause is understood.

Self-awareness is the antidote. Leaders who see themselves accurately make better decisions, build more trust, and course-correct faster. The goal of this scorecard isn't a grade. It's a mirror — honest enough to be useful, structured enough to act on.



"When leaders derail, their failures can almost always be traced to vicious cycles that developed in the first few months on the job."

— Michael Watkins, *The First 90 Days* (Harvard Business School Press)

The five dimensions that follow — **Clarity, Trust, Performance, Energy, and Growth** — are the load-bearing walls of early leadership. Rate each one honestly. Then read the pattern, not the total.

BEFORE YOU BEGIN

How to Use This Scorecard

Twenty-five statements across five dimensions. Rate each from 1 to 5. The whole assessment takes about ten minutes — and the value is in how honestly you answer, not how high you score.

THE SCORING SCALE

1 — Rarely true. I avoid this, or it happens by accident.

3 — Inconsistent. Sometimes yes, sometimes no — no reliable pattern.

5 — Consistently true. Others on my team would agree without hesitation.

FOUR RULES FOR AN HONEST SCORE

Rate the reality. Use the last 30 days, not your intentions.

Picture a witness. Would a direct report score you the same?

Circle your edges. Mark your two lowest and two highest.

Re-take every 90 days. Look for movement, not perfection.

THE FIVE DIMENSIONS

- Clarity** — whether people know what matters most
- Trust** — whether people will tell you the truth
- Performance** — whether you manage results or avoid them
- Energy** — whether the way you work is sustainable
- Growth** — whether you're still developing, not just delivering

ONE REMINDER BEFORE YOU START

A low score is not a verdict — it's a starting line. The leaders who improve fastest are the ones willing to score themselves honestly.

DIMENSION 01

01

Clarity**Do people know what matters — and what doesn't?**

Clarity is the first job of leadership and the one new managers most often skip. Before you can motivate, coach, or hold anyone accountable, people have to know what “good” looks like. Most don't.

Clarity isn't a longer brief or a busier dashboard. It's the discipline of naming the few things that matter most this quarter — out loud, in writing, repeatedly — and protecting the team from everything else.

RATE YOURSELF — LAST 30 DAYS, NOT LAST 30 YEARS

RARELY TRUE 12345 ALWAYS TRUE

Every person on my team can describe what success looks like for their role this quarter.

① ② ③ ④ ⑤

I have said no to at least one thing this month so the team could focus.

① ② ③ ④ ⑤

I have a written set of priorities for the team that fits on one page.

① ② ③ ④ ⑤

When asked “what matters most right now?” my team would give the same answer I would.

① ② ③ ④ ⑤

I revisit and prune our priorities at least monthly.

① ② ③ ④ ⑤

50%

of employees strongly agree they know what's expected of them at work.

GALLUP

REFLECTION

Could each person on your team name their top three priorities right now — in the same words you would?

ONE MOVE THIS QUARTER

Write the team's priorities on one page this week. If it doesn't fit on one page, it isn't a priority list — it's a wish list.

DIMENSION 02

02 Trust

Will people tell you the truth before you ask?

Authority comes with the title. Trust has to be earned — and it is built in small, unglamorous moments: the commitment you kept, the context you shared, the credit you gave away.

The truest test of trust isn't whether people like you. It's whether they'll tell you something you don't want to hear, before the problem becomes expensive. Silence from your team is rarely agreement.

RATE YOURSELF — LAST 30 DAYS, NOT LAST 30 YEARS

RARELY TRUE 12345 ALWAYS TRUE

I have given hard feedback to a direct report in the last 30 days. ① ② ③ ④ ⑤

My team tells me when I'm wrong without me having to ask. ① ② ③ ④ ⑤

I follow through on small commitments — calendar holds, intros, follow-ups — without being reminded. ① ② ③ ④ ⑤

I share context, not just decisions. ① ② ③ ④ ⑤

I have at least one direct report who would tell me an unflattering truth before I noticed it myself. ① ② ③ ④ ⑤

74%

less stress reported by employees at high-trust organizations.

HARVARD BUSINESS REVIEW

REFLECTION

When did someone last tell you that you were wrong? If you can't remember, that's the signal — not the absence of it.

ONE MOVE THIS QUARTER

Share the why behind one decision this week that you'd normally just announce. Context is the cheapest trust you can build.

DIMENSION 03

03 Performance

Are you managing results, or avoiding them?

Performance is where new managers freeze. Praising feels presumptuous; correcting feels confrontational. So they wait — and ambiguity does the damage that honesty was supposed to prevent.

Strong performance management isn't harsh. It's specific, frequent, and two-directional: people know where they stand, what they're great at, and exactly what would move them to the next level.

RATE YOURSELF — LAST 30 DAYS, NOT LAST 30 YEARS

RARELY TRUE 12345 ALWAYS TRUE

I know which of my people are over-, on-, and under-performing — and they know too. (1) (2) (3) (4) (5)

I have addressed under-performance directly within 30 days of noticing it. (1) (2) (3) (4) (5)

I celebrate specific wins publicly and recently. (1) (2) (3) (4) (5)

I do not save up feedback for performance reviews. (1) (2) (3) (4) (5)

I have at least one "stretch" opportunity actively assigned to a high-potential. (1) (2) (3) (4) (5)

2 in 10

employees strongly agree their performance is managed in a way that motivates them.

GALLUP

REFLECTION

Is there a performance issue you've been "watching" for more than 30 days? Watching is not managing.

ONE MOVE THIS QUARTER

Name one specific win out loud this week — to the person and to the team. Recognition you keep to yourself doesn't count.

DIMENSION 04

04 Energy

Is the way you work sustainable — for you and them?

Energy is the dimension leaders sacrifice first and notice last. You can run on adrenaline for a quarter. You cannot lead a team well from empty — and your team reads your depletion long before you admit it.

Managing energy isn't self-indulgence. It's the difference between a team that paces toward results and one that sprints toward burnout. Sustainability is a leadership skill, not a personal luxury.

RATE YOURSELF — LAST 30 DAYS, NOT LAST 30 YEARS

RARELY TRUE 12345 ALWAYS TRUE

I end most weeks with more energy than I started, or I know exactly why I don't. (1) (2) (3) (4) (5)

I have one practice that protects my focus time and I actually use it. (1) (2) (3) (4) (5)

I notice when my team's energy drops and I name it. (1) (2) (3) (4) (5)

I take real time off and don't quietly work through it. (1) (2) (3) (4) (5)

My calendar this week reflects what I said matters most. (1) (2) (3) (4) (5)

76%

of employees experience burnout on the job at least sometimes.

GALLUP

REFLECTION

Does your calendar this week match what you say your priorities are? The calendar tells the truth.

ONE MOVE THIS QUARTER

Protect one block of focus time this week and defend it like a client meeting. Then notice whether the work still got done.

DIMENSION 05

05

Growth

Are you still developing — or just delivering?

The best leaders never stop being students of the work. Growth is the dimension that compounds: small, deliberate improvements in how you lead pay off across every person you manage, every quarter you stay.

New managers often pour development into their team and reserve none for themselves. But the single highest-leverage investment a new leader can make is in their own capacity to lead.

RATE YOURSELF — LAST 30 DAYS, NOT LAST 30 YEARS

RARELY TRUE 12345 ALWAYS TRUE

I have a learning goal for myself this quarter that's not about my team's deliverables. (1) (2) (3) (4) (5)

I have a peer, coach, or mentor I talk to honestly at least monthly. (1) (2) (3) (4) (5)

I have admitted publicly to my team that I got something wrong in the last 90 days. (1) (2) (3) (4) (5)

I am better at one specific leadership skill than I was 90 days ago, and I could name it. (1) (2) (3) (4) (5)

I have asked for feedback on my leadership — and not just performance — in the last 60 days. (1) (2) (3) (4) (5)

94%

of employees say they'd stay longer at a company that invests in their development.

LINKEDIN LEARNING

REFLECTION

What is one leadership skill you are measurably better at than you were 90 days ago? If you can't name it, that's the work.

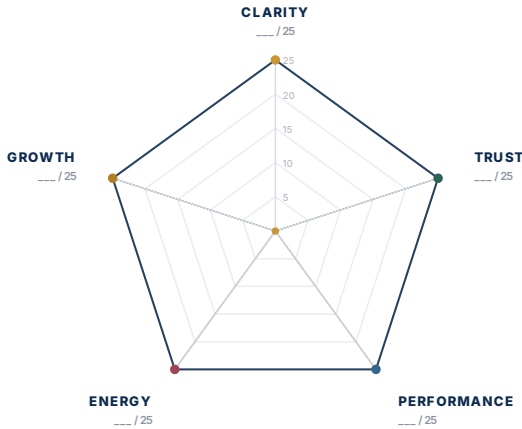
ONE MOVE THIS QUARTER

Ask one trusted person this month: "What's one thing I could do to lead better?" Then sit with the answer before defending.

STEP ONE OF INTERPRETATION

Your Leadership Profile

Add up each dimension (5 statements × 5 points = 25 max), then plot the five totals. The shape that emerges tells you more than any single number — it shows where you lead from, and where you lean away.



- **Clarity**
Do people know what matters?
- **Trust**
Will people tell you the truth?
- **Performance**
Do you manage results, or avoid them?
- **Energy**
Is the way you work sustainable?
- **Growth**
Are you still developing?

DIMENSION	WHAT IT MEASURES	YOUR SCORE
Clarity	People know the few things that matter most	<input type="text"/> /25
Trust	People tell you the truth before you ask	<input type="text"/> /25
Performance	Results are managed, not avoided	<input type="text"/> /25
Energy	The pace is sustainable for you and them	<input type="text"/> /25
Growth	You're developing, not just delivering	<input type="text"/> /25

READ THE SHAPE, NOT THE SUM

Don't total all 125 points. A balanced profile and a spiky one can share the same sum and need opposite work. Your two lowest dimensions are your leverage points.

STEP TWO OF INTERPRETATION

Reading Your Pattern

Most leaders don't have a high score or a low score — they have a **shape**. Find the pattern that looks most like yours, then let it point you to your next quarter's focus.

Strong in one dimension, weak in another

Mostly 4s and 5s in one area, 1s and 2s in another. You're leading from your strengths and avoiding the rest. **Pick your lowest dimension** and make it next quarter's single focus.

A flat profile of 3s

Consistent, but not yet distinctive. You're doing everything adequately and nothing exceptionally. **Choose one dimension to push from a 3 to a 5** — depth beats breadth this quarter.

High Performance, low Trust

The classic new-manager pattern. Results are landing; relationships are wearing thin. The cracks haven't shown yet — **invest in Trust before they do**.

High Clarity, low Energy

You know exactly what matters and you're burning out delivering it. **Look at what you'll stop doing**, not what you'll add. Sustainability is the constraint, not effort.

Low Growth, strong everywhere else

You're a capable operator who has stopped developing. The risk is invisible until the role outgrows you. **Re-open a learning goal of your own this quarter**.

STEP THREE OF INTERPRETATION

Your 90-Day Action Plan

Insight without action is just self-knowledge. Take your lowest dimension and work it through three deliberate phases. One focus. Ninety days. Measurable movement.

Diagnose

DAYS 1-14

- Re-read your two lowest statements and pick the single one that costs you most.
- Name one concrete behavior that would move it one number higher.
- Tell one person what you're working on — visibility creates accountability.

Practice

DAYS 15-60

- Build the new behavior into a weekly rhythm — a recurring 1:1 prompt, a calendar block, a checklist.
- Expect it to feel awkward before it feels natural. That's the work, not a warning sign.
- Gather one piece of evidence each week that the behavior is actually happening.

Re-measure

DAYS 61-90

- Re-take the full scorecard. Compare profiles — look for movement, not perfection.
- Ask a trusted colleague whether they've noticed the change you set out to make.
- Choose your next dimension. Leadership development is a series of 90-day focuses, not a finish line.

THE ONE-THING RULE

Pick the single lowest statement on the whole scorecard. Decide one behavior change you'll make this week to move it one number higher. That's it. One thing.

WHERE TO NEXT

You've Found the Gap. Now Close It.

A scorecard shows you where you stand. A thinking partner helps you move — faster, and with fewer of the costly mistakes that derail new leaders.

Turn your lowest dimension into your next strength.

Grange Hill Group works with new managers, emerging leaders, and PhDs moving into industry to build the leadership foundation that accelerates success — before the blind spots take hold.

- ✦ Personalized 1:1 coaching built around your scorecard profile
- ✦ Practical, research-backed frameworks you can use the same week
- ✦ A thought partner who can see what's hard to see from the inside

Book a free 30-minute Clarity Call
grangehillgroup.com

BEFORE YOUR CALL

Bring your completed scorecard and your single lowest statement. The most useful coaching conversations start with a specific, honest gap — not a blank page.

REFERENCES

Sources & Further Reading

Every statistic in this guide is drawn from published leadership research. The figures are directional, not diagnostic — use them to frame your own honest assessment, not to replace it.

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