



Paul Shoemaker

Rebuilders Leadership Self-Assessment Tool

Individual Reflection Guide

www.paulshoemaker.org

The purpose of this tool is to help leaders learn and grow. It aligns with and supplements **Part 3, Five Vital Traits section** in the [Group Discussion Guide](#). The questions here are specifically designed for an individual to work through the questions on your own. The tool requires honesty with self above all else. Each of the five questions for each trait was arrived at via extensive exploration of what made the Rebuilders in the book effective as well as direct input from many of them. There are some questions that may have an “obvious” answer. The point isn’t to get a good grade or the right answer; it’s to get each of us to intentionally think through and wrestle with our answers.

These are yes / no questions. That is not because any of them are answered easily, but rather to make sure this tool doesn’t become cumbersome. The format and style guide you to answer each and every question and then go back and decide which ones (mark at least 5 in the right column) are worth more reflection and discussion. Your feedback is not only welcomed, it is vital. Thank you

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Self-Reflection Questions	Definitely Yes	Usually or Often Yes	Occasionally but not very much or consistently	Usually No or Never	One of the 5 Answers I want to reflect on more deeply - X
24-7 Authenticity					
1. Do you have immutable, intentional core principles you live and work by? Do you know them by heart, reflexively?					
2. If a situation presented a real moral or ethical conflict, do you feel you would hold yourself truly accountable for your decisions when you could have walked away free and clear instead?					
3. Do you have at least one mentor or peer at work / in life that will tell you the truth, no matter what, and that you regularly check in with? That you are accountable to and holds you accountable					

<p>4. In a complex, contentious circumstance, are you willing to do what's right, in your mind, regardless of the feedback of others or your desire to be liked (or not disliked)?</p>					
<p>5. Do you do the intentional work of honing the art of leading authentically through self-disclosure and knowing when and how to lead in this way?</p>					
Complexity Capacity					
<p>6. Are you open to experiences in your life (periodically) that challenge your own, long-held beliefs and truly get outside your comfort zone?</p>					
<p>7. If you are presented w/ circumstances that are non-linear and have ambiguous outcomes, do you know how to deal with that complexity? Vs. trying to <u>over</u>-simplify, and take out the complexity, so you can understand it on terms you are familiar with</p>					
<p>8. Are you surrounded by people that don't (always) think the way you do?</p>					
<p>9. When you are working on a challenge, do you usually seek to identify the root causes (not just symptoms)?</p>					
<p>10. When you are working on any complex project, are you sure to keep the input and feedback loops that impact your decision-making consistently open and bring an adaptive lens? (vs. assume the problem statement at-hand is fixed)</p>					
Generosity Mindset					
<p>11. Is most of your mindshare outward- and other-person focused instead of inward- & self-centric?</p>					
<p>12. Are you able to consistently look for as much positive as possible in people under any & all circumstances in your world?</p>					
<p>13. Are you conscious of and have a strategy for separating and isolating the noise from what really matters in any situation?</p>					

14. Are you always thinking, in any situation, of all the people needed for a full solution, including who is missing today and how some people need to be better connected?					
15. Do you consistently look for abundance and possibility as much as possible instead of scarcity and why it can't be done?					
Data Conviction					
16. Do you use data strategically and holistically? Instead of tactically and transactionally					
17. If it's a part of your role, do you start with the data and context and disaggregate and confront the disparities within? Instead of relying on simple readily available conclusions					
18. Was there co-creation and collective understanding of your data by many or all of the parties affected by the data?					
19. Do the people most closely affected by the data also have a voice in and visibility to how the data is prioritized, collected and used?					
20. Do you use data as continuously as possible, keeping it real-time instead assuming data is static and fixed for long periods of time?					
Cross-Sector Fluency					
21. Are you proactive in seeking out experiences in the other sectors? i.e., not episodic, as an occasional volunteer or when asked to do so.					
22. Are you able to hold purpose and profit equally or is purpose bolted on tangentially, secondarily to the enterprise you are a part of? (private sector-oriented question)					
23. How do you assess which sectors, other than your own, will add most to your learning and where you can provide the most value?					
24. Do you have a plan to proactively immerse yourself in experiences in all 3 sectors over time?					
25. Are you above to speak the "language" and understand the jargon of all 3 sectors in most or all situations?					

