

MISSING CONVERSATIONS

SELF-ASSESSMENT

Directions: Take a few minutes to complete the following assessment by placing a check mark next to each statement that is consistently true for you. When you are done, use the Interpretation Key to determine which Missing Conversations are most urgent for you.

IDENTITY CONVERSATION

- I'm comfortable in my own skin as a leader.
- I can clearly articulate and leverage my unique leadership strengths.
- I can name my leadership values and routinely communicate them in a clear and compelling way.

IMPACT CONVERSATION

- I'm clear and confident about the impact I want to have on others.
- I regularly observe the impact of my moods, posture, and verbal communication and adjust them accordingly.
- I actively solicit feedback about how I'm doing from the people with whom I work.

TRIGGERS CONVERSATION

- I know what kind of people, events, and circumstances trigger me.
- When triggered, I am able to pause and regain my center before taking action.
- People tell me that I'm a calm and grounded presence—even in stressful situations.

CAPACITY CONVERSATION

- I am consistently able to deliver on my commitments without burning myself (or others) out.
- I am skillful at pushing back on unreasonable requests and in negotiating counteroffers.
- I know where the line is between taking on enough work and taking on too much, both for me and for my organization.

WELL-BEING CONVERSATION

- I wake up most mornings feeling refreshed and eager to start my day.
- I take periodic breaks from my work to rest and refuel.
- I regularly assess my well-being and make adjustments accordingly.

CAREER CROSSROADS CONVERSATION

- I am clear about what constitutes my ideal work.
- I feel at peace about the career path I am currently following.
- I look forward to starting my workweek.

INSPIRATION CONVERSATION

- I am optimistic about the future for my team and/or organization.
- I stay connected to those activities at work that inspire and enliven me.
- I engage others in shaping and creating the future.

STRATEGIC FOCUS CONVERSATION

- I am clear on my top priorities at work.
- I bring my best thinking and my focused attention to the projects and priorities that matter most.
- I consistently make room in my schedule for reflection, strategizing, dreaming, and planning.

RELATIONSHIP CONVERSATION

- My most important relationships at work reflect high levels of trust and open, direct communication.
- I actively engage in sincere efforts to rebuild trust in my relationships when I notice a breakdown.
- People find me open and fully present when they interact with me.

INTERPRETATION KEY

1. Which conversations above have no check marks, or only one? These are your Missing Conversations, and their absence is most likely undermining your self-awareness, satisfaction, and/or success. We recommend that you start with these chapters or pay special attention to them as you read through the book.
2. Which conversations have only two check marks? Though they are not entirely missing from your leadership repertoire, these conversations are most likely incomplete. We recommend you read these chapters with an eye for discovering which elements of these conversations need more of your careful attention.
3. Which conversations have three check marks? These represent areas of strength for you as a leader. Read these chapters to gain additional insight into what you do well as a leader and to find new tools for mentoring and coaching others.