

EXECUTIVE TEAM ASSESSMENT

by Beth Armknecht Miller

Directions: This assessment is designed to be used in conjunction with the CEO Succession Plan Tool. List your executive team members in the boxes across the top. Answer each statement for each team member on a scale of 1-3, 1=rarely, 2=generally, 3=always. Then add up their points at the bottom of the page. This assessment can be used as a tool for coaching and developing your team members, as well as planning for your organization's future growth.

| | Name |
|--|------|------|------|------|------|------|------|
| Key elements to Executive success | | | | | | | |
| Lives the values of the company | | | | | | | |
| Exhibits courage to make tough decisions | | | | | | | |
| Demonstrates accountability | | | | | | | |
| Communicates effectively at all levels of organization | | | | | | | |
| Spends more time on the important not the urgent | | | | | | | |
| Is coachable | | | | | | | |
| Solutions to the problems are innovative and/or creative | | | | | | | |
| Displays a willingness to take on new challenges | | | | | | | |
| Makes sound decisions in a timely manner | | | | | | | |
| Actively contributes to executive team | | | | | | | |
| Embraces strategic changes | | | | | | | |
| Is a good team player | | | | | | | |
| TOTAL POINTS | | | | | | | |

Executive Team Assessment



ASSESSMENT OF RESULTS:

1. If an executive should have a rating of 1 in any of the elements, then determine if the element can be developed within a reasonable time frame. Develop a plan with the individual to improve their rating as soon as possible. If the element is critical to the individual's success as well as the team's success in the next three years and can't be developed, then it is time to make a tough leadership decision.
2. If an executive has more than three ratings of 1, they aren't going to be suitable for your organization's future and a transition plan needs to be developed to insure future organizational success.
3. Those individuals with scores of 39-34 are your top team members. Make sure that you are challenging them to be their best and determine what additional development you can provide them so they remain highly engaged with the company.
4. Those individuals with scores of 33-28 and have no 1 ratings are your average performers. As the leader you need to make decisions on each of these individuals using the following criteria:
 - a. Is the individual's position core to the future success of the organization? If the answer is yes, it may be time to develop a plan for replacement.
 - b. Are the elements that have ratings of 2 critical to the future success of your team and organization? If the answer is yes, how much time and resources are you willing to commit to the development of the executive? And, what is the likelihood of change occurring? Pay special attention to the element "Is coachable".