

Self-Assessment

Are You a Strategic Thinker?

Directions

The following self-assessment covers a series of typical situations that individual contributors and managers are likely to confront at work. For each situation, think of a specific instance you have been involved in. Then rate yourself on each question about that situation. If you have not been involved in that particular type of situation, then imagine how you would be likely to respond.

Did not do at all ← → Did very thoroughly

When I solved a process problem, I...								
1.	Explored how the situation appeared when viewed from a higher level (looked at the larger context).	1	2	3	4	5	6	7
2.	After studying the problem, took time to clarify the most significant points I/we had learned.	1	2	3	4	5	6	7
3.	After evaluating several possibilities, chose the one course of action that looked most promising.	1	2	3	4	5	6	7
When I dealt with a significant difference of opinion, I...								
4.	Considered who was involved, and who should be involved, in determining the best course of action.	1	2	3	4	5	6	7
5.	Explored how the situation appeared when viewed through alternative assumptions and beliefs.	1	2	3	4	5	6	7
6.	Examined how the disagreement was connected to larger issues, patterns, or systems (including organizational goals and objectives).	1	2	3	4	5	6	7
When I communicated a change to my group, I...								
7.	Was careful to work with a diverse group of others to understand the meaning and significance of the available information.	1	2	3	4	5	6	7
8.	Explored how the situation had changed over time and how it was likely to change in the future.	1	2	3	4	5	6	7
9.	Generated a set of promising possibilities for the future.	1	2	3	4	5	6	7

<p>When I interviewed a new job candidate, I...</p> <p>10. Considered which individuals should be included in the interview process.</p> <p>11. Applied “due diligence” to make sure that the information we had about the candidate was accurate and logical.</p> <p>12. Thought through various possibilities for involving the new member.</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>When I responded to a request from my boss, I...</p> <p>13. Took time to examine some of the critical details of the situation.</p> <p>14. After studying the situation, took time to clarify the most significant points we had learned.</p> <p>15. Evaluated several possibilities before choosing the one course of action that looked most promising.</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>When I negotiated with a customer (either internal or external to my organization), I...</p> <p>16. Considered which individuals to involve in determining the best course of action.</p> <p>17. Explored how the situation appeared when viewed through alternative assumptions and beliefs.</p> <p>18. Examined how our concerns were connected to larger issues, patterns or systems (including organizational goals and objectives).</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>When I dealt with an unexpected crisis, I...</p> <p>19. Was careful to work with a diverse group of others to understand the meaning and significance of the available information.</p> <p>20. Explored how the situation had changed over time and how it was likely to change in the future.</p> <p>21. Generated a set of promising possibilities for dealing with the crisis (including longer-term considerations).</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>When I decided how to prioritize my time, I...</p> <p>22. Considered which individuals should be included in thinking through my decisions.</p> <p>23. Made sure that the information I had was accurate and logically sound.</p> <p>24. Thought through or tested how various uses of my time would work out.</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>

Scoring Sheet

Insert the scores you gave yourself on each question into the corresponding spaces. Then compute your totals by adding the scores as indicated.

Exploring Perspectives		
See the situation from multiple levels Ask: What do we see when we view the situation from a more distant perspective (outside the business unit or organization) or from up close?	Q1 _____ Q13 _____ TOTAL _____	
See the situation from diverse positions Ask: What do we see when we view the situation using alternative assumptions and beliefs?	Q5 _____ Q17 _____ TOTAL _____	
See the situation over time Ask: How has the situation changed over time and how is it likely to change in the future?	Q8 _____ Q20 _____ TOTAL _____	
Involve others in exploring multiple perspectives Ask: Who is involved, and who should be involved, in exploring different perspectives on this issue with us?	Q10 _____ Q22 _____ TOTAL _____	
TOTAL SCORE FOR EXPLORING (Add totals above) Maximum total score is 56		_____
Discerning Significance		
Validate information Ask: Is the information we are considering accurate and logically sound?	Q11 _____ Q23 _____ TOTAL _____	
Understand context and system Ask: Is our issue connected to larger issues, patterns, or systems (including organizational goals and objectives)?	Q6 _____ Q18 _____ TOTAL _____	
Clarify what has been learned Ask: What are the main things we have learned relative to our issue?	Q2 _____ Q14 _____ TOTAL _____	
Involve others in discernment Ask: Who is involved, and who should be involved, in understanding the meaning and significance of the available information?	Q7 _____ Q19 _____ TOTAL _____	
TOTAL SCORE FOR DISCERNING (Add totals above) Maximum total score is 56		_____

Envisioning Possibilities		
Generate possibilities Ask: What are the most promising scenarios we can envision?	Q9 _____ Q21 _____ TOTAL _____	
Study outcomes Ask: How can we test each scenario to learn how it is likely to play out?	Q12 _____ Q24 _____ TOTAL _____	
Draw conclusions Ask: What scenario or set of scenarios offers us the best course of action?	Q3 _____ Q15 _____ TOTAL _____	
Involve others in envisioning Ask: Who is involved, and who should be involved, in envisioning our course of action?	Q4 _____ Q16 _____ TOTAL _____	
TOTAL SCORE FOR ENVISIONING (Add totals above) Maximum total score is 56		_____
GRAND TOTAL Add the total scores for Exploring, Discerning and Envisioning Strong tendency to think strategically: 144-168 Moderate tendency to think strategically: 120-143 Mild tendency to think strategically: 96-119 Low tendency to think strategically: <96		_____