

THE A-PLAYER LEADER OPTIMIZED PERFORMANCE ASSESSMENT

Thank you for completing the A-Player Leader Optimized Performance Assessment. Please compare your point total to the descriptions below for an overview of how leaders and their teams operate at these levels and where the biggest opportunities exist to optimize performance, growth, and value.

1. COACH FOR LITTLE KIDS' SOCCER TEAM

0-29 POINTS



Characteristic of startups and early stage teams, the leader works continually to focus team members on fulfilling their individual roles and responsibilities while working together as a team. However, right now the entire team has a tendency to scramble en masse to solve problems. Roles are undefined or under-defined. Team members have good intentions but the operating environment is chaotic, inefficient, and ultimately demoralizing. If the business is to grow, the team must change. The lack of productivity and scalable structure limits its ability to grow and scale.

2. GREAT DANE SURROUNDED BY CHIHUAHUAS

30-49 POINTS



At this stage, the team has organized itself around a “Great Dane,” a dominant leader who sets the pace for all the smaller members of the team. The leader is involved in all decisions large and small. This big dog makes sure the team gets things done but grows tired and frustrated with being involved in minutiae. Weak performers grow dependent on the Great Dane telling them what to do. Strong performers resent being micromanaged and their lack of autonomy and control. This leads to a lack of engagement, frustration, and turnover. All these limitations continue to inhibit productivity and growth and obscure the path to grow and scale the business.

3. TRAFFIC COP

50-79 POINTS



A Traffic Cop is a Great Dane who delegates. He or she is often experienced and technically skillful and relies on this prowess for leadership credibility. This leader typically gets things done by directing others in what to do. This approach is effective in the short term but creates a team that is reactive, risk averse, and unwilling to take ownership.

The Traffic Cop is out of their comfort zone when asked to be less directive with others. This leader would love to spend more time on high-value activities such as strategic planning, new product development or acquiring large new customers. But he or she is not sure how to make the changes required to give them more time to invest in such activities.

4. LEADER OF LEADERS

80-94 POINTS



The Leader of Leaders has time to do her own job well because her direct reports and their teams are doing their jobs well. She has the bandwidth to focus meaningful, dedicated time each week to important, value-creating activities. She provides direction without being directive. She sets clear objectives, provides resources, and removes roadblocks without micromanaging.

The Leader of Leaders has figured out how to surround herself with people who are strong and effective in their own right. Her direct reports are good leaders, coaches, and managers. Her larger team is generally populated with strong performers who take ownership and initiative. As a result, her team is creating value and is able to scale up while maintaining a high level of productivity and quality.

5. CHAIRMAN OF THE BOARD

95-100 POINTS



The Chairman of the Board has succeeded in developing successors. He or she no longer must be involved on a daily basis in order for the team to operate at a high level. One or more leaders from within the team have taken on most or all leadership responsibility. The team as a whole is a pacesetter for other teams and an academy for the next generation of leaders. The Chairman focuses his or her time on new, interesting, and valuable challenges.