

LEADERSHIP SELF-ASSESSMENT

Measure Your Potential for Narcissism

Pairs with *The Master Leader* chapter 2, “Servanthood”

After decades of research and mountains of literature, we know that the core advice of outstanding leadership has more to do with self-leadership than leading others. Below are twenty questions, which you can answer using a Likert scale (1–5) to measure how much or how little you are leading out of self-protection or self-promotion. There are suggested follow-up exercises based on your score to move you more toward servant leadership.

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Observation	Rating
I use “I/me” more than “we/us” when describing achievements.	
When faced with a tough decision, my primary concern is how it will impact my reputation or career advancement.	
I make decisions that primarily benefit me, even if they are not in the group’s best interest.	
I am more concerned about how superiors perceive me than how my team members perceive me.	
I am often frustrated with a superior because they restrict me from excelling in my role.	
I would be uncomfortable hiring someone with more talent or potential than me.	
I am hesitant to share information with others if it means they might get ahead.	
I usually spend more time speaking about my ideas or perspectives in team meetings than listening to others.	
I tend to surround myself with people who agree with me or flatter me rather than those who challenge me.	
I am more likely to take credit for a successful outcome than responsibility for a negative one.	
I prefer to work on tasks that will get me noticed rather than crucial behind-the-scenes tasks.	
I rarely seek feedback about my leadership style or decisions.	
When I receive constructive criticism, my initial reaction is to become defensive or dismissive.	
My dinner table conversations at home often revolve around colleagues (either above or below me) who are challenging to deal with.	
I sometimes gossip about a colleague or subordinate under the guise of “assessment” or “concern.”	
I am reluctant to take on projects or tasks with a high risk of failure.	
I avoid conflict, even if addressing it would benefit the team in the long run.	
I invest more in personal branding (how I present myself) than genuine self-improvement.	
If I don’t promote myself, no one else will.	
I find it difficult to celebrate the achievements of others if they don’t contribute to my advancement.	

Scoring

20–40: *Low reliance on self-promotion or self-preservation.* You tend to use your leadership power to benefit others and the group.

NEXT STEP Go to the nearest coffee shop and buy yourself a congratulatory beverage.

41–60: *Moderate reliance on self-promotion or self-preservation.* You might be focusing more on your image or security in some areas.

NEXT STEP Choose one of the three exercises in *The Master Leader* under the heading “EQ Monitor” at the end of Chapter 2 to address areas where you could grow.

61–80: *High reliance on self-promotion or self-preservation.* Considering how this might impact your team and your leadership effectiveness is crucial.

NEXT STEP Choose two of the three exercises under “EQ Monitor” to address significant areas of weakness.

81–100: *Very high reliance on self-promotion or self-preservation.* Consider seeking feedback and possibly mentoring or coaching to shift your leadership approach.

NEXT STEP Congratulations! All three exercises under “EQ Monitor” will provide significant growth in your leadership journey.