

# Self-Assessment: Self-Management Challenges

## Five Typical Self-Management Challenges for the Internal Consultant

**Directions:** Choose a rating to describe the rate of occurrence in your internal consulting practice of each item below. Enter the rating on the right side of each item. Add your ratings for each category to provide a subtotal.

Scale: 1-Never; 2-Seldom; 3-Sometimes; 4-Often; 5-Frequently

1. Failing to challenge common wisdom or refusing to take an unpopular but rightful stand \_\_\_\_\_
2. Succumbing to pressure from authority figures in senior management or complying with political pressure or threats \_\_\_\_\_
3. Failing to say no to inappropriate requests \_\_\_\_\_
4. Failing to confront resistance \_\_\_\_\_
5. Failing to walk away when circumstances and your ethics tell you to do so \_\_\_\_\_
- Subtotal:** \_\_\_\_\_
  
6. Participating in company gossip \_\_\_\_\_
7. Sharing confidential or insider information \_\_\_\_\_
8. Allowing personal relationships to overshadow what is good for the organization \_\_\_\_\_
9. Becoming so identified with the culture that you lose objectivity and differentiation \_\_\_\_\_
10. Failing to respect personal boundaries \_\_\_\_\_
- Subtotal:** \_\_\_\_\_
  
11. Failing to collaborate with other functions \_\_\_\_\_
12. Making decisions independent of your client \_\_\_\_\_
13. Failing to recognize the limitations of your own business knowledge \_\_\_\_\_
14. Being overly critical of past practices or traditions \_\_\_\_\_
15. Being unwilling to work behind the scenes and allow other to take credit \_\_\_\_\_
- Subtotal:** \_\_\_\_\_

- 16. Failing to examine and learn from mistakes or failures \_\_\_\_\_
  - 17. Not recognizing or acknowledging your own weaknesses and how they undermine you \_\_\_\_\_
  - 18. Taking on more projects than you can handle effectively or taking on the wrong projects \_\_\_\_\_
  - 19. Not taking time to renew and refresh \_\_\_\_\_
  - 20. Becoming ineffective and experiencing burnout \_\_\_\_\_
- Subtotal:** \_\_\_\_\_

- 21. Failing to develop new skills and knowledge \_\_\_\_\_
  - 22. Seldom asking for feedback from others who may have valuable insights \_\_\_\_\_
  - 23. Going too far out on a “skinny branch” without the needed depth of experience \_\_\_\_\_
  - 24. Being unaware of your own limitations \_\_\_\_\_
  - 25. Failing to get critical support from your client or ignoring important signals from the client regarding readiness \_\_\_\_\_
- Subtotal:** \_\_\_\_\_

**Please transfer the subtotals to the appropriate lines below:**

*Subtotals:*

- |                    |       |   |
|--------------------|-------|---|
| Questions 1 – 5:   | _____ | Choosing Approval Over Effectiveness              |
| Questions 6 – 10:  | _____ | Choosing Belonging Over Integrity                 |
| Questions 11 – 15: | _____ | Choosing “My Way” Over “Our Way”                  |
| Questions 16 – 20: | _____ | Choosing Multitasking Over Taking Time to Reflect |
| Questions 21 – 25: | _____ | Choosing Confidence Over Competence               |

Add above to give total score: \_\_\_\_\_

**Interpretation:**

- 25 – 30 Points: Probably not self-aware or honest with yourself
- 31 – 45 Points: Mastery: Self-aware and self-managing most of the time
- 46 – 56 Points: Approaching mastery but have areas needing development
- 57 and above: Need to learn and develop self-management