

Reflect on your #2 leader and assign a score from 1 to 5 in each section, where 1 is the lowest and 5 is the highest. Be transparent—this tool is meant to provide insight into your #2 leader's current performance and guide potential next steps for improvement.

How effectively does your #2 leader execute the company's vision and strategic goals?

- 5: Consistently surpasses expectations in executing vision and strategy.
- 4: Regularly executes vision and strategies effectively.
- 3: Meets basic expectations in executing vision and strategy.
- 2: Often falls short of effectively executing vision and strategy.
- 1: Fails to execute vision and strategy.

Score:



How would you rate your #2 leader's overall leadership abilities?

- 5: Exemplary leader with strong influence and excellent people skills.
- 4: Effective leader with consistent performance.
- 3: Competent leader, though lacking in some areas.
- 2: Shows weaknesses in leadership that affect performance.
- 1: Poor leadership skills with significant shortcomings.

Score:



How well does your #2 leader align with the Visionary's goals and values?

- 5: Fully aligned with the Visionary's goals and values.
- 4: Mostly aligned, with occasional differences.
- 3: Somewhat aligned but occasionally deviates.
- 2: Often misaligned with the Visionary.
- 1: Lacks alignment with the Visionary.

Score:



Does your #2 leader show respect and collaboration with others in the organization?

- 5: Demonstrates high respect and strong collaboration.
- 4: Consistently respectful and collaborative.
- 3: Generally respectful but could improve in collaboration.
- 2: Shows inconsistency in respecting other leaders.
- 1: Lacks respect for other leaders.

Score:



How would you evaluate your #2 leader's decision-making abilities in critical situations?

- 5: Excellent decision-maker, consistently making the right calls.
- 4: Strong decision-maker, though not perfect.
- 3: Adequate, though occasionally hesitates or makes mistakes.
- 2: Often struggles with making effective decisions.
- 1: Frequently makes poor decisions.

Score:



How effectively does your #2 leader coach and mentor their team?

- 5: Outstanding coach and mentor, developing strong teams.
- 4: Very effective in coaching and mentoring.
- 3: Adequate but with room for improvement.
- 2: Struggles to coach and mentor effectively.
- 1: Fails to provide necessary coaching and mentorship.

Score:



How adept is your #2 leader at overcoming challenges and obstacles?

- 5: Consistently overcomes obstacles with innovative solutions.
- 4: Good at handling challenges, with occasional setbacks.
- 3: Capable but may struggle with complex issues.
- 2: Often struggles to overcome obstacles.
- 1: Fails to effectively overcome challenges.

Score:



How well does your #2 leader contribute to scaling the business?

Score:

- 5: Drives significant growth and scaling of the business.
- 4: Effectively contributes to scaling efforts.
- 3: Maintains current levels but struggles to push further.
- 2: Limited contribution to scaling the business.
- 1: Unable to contribute to business scaling.



How well does your #2 leader model the company's core values?

Score:

- 5: Exemplifies the company's core values in every action.
- 4: Regularly models core values with few exceptions.
- 3: Generally adheres to core values.
- 2: Occasionally deviates from core values.
- 1: Frequently disregards core values.



How much trust do you have in your #2 leader?

Score:

- 5: Complete trust, never gives reason for doubt.
- 4: High level of trust, though not absolute.
- 3: Generally trustworthy but with some reservations.
- 2: Trust is inconsistent or questionable.
- 1: Lacks trustworthiness.



How effectively does your #2 leader manage and lead their team?

Score:

- 5: Leads with excellence, creating a high-performing team.
- 4: Manages well with consistently positive results.
- 3: Adequate management but room for improvement.
- 2: Struggles with team management.
- 1: Fails to manage their team effectively.



How would you rate your #2 leader's impact on organizational results?

Score:

- 5: Significantly contributes to outstanding organizational success.
- 4: Consistently drives positive results.
- 3: Adequate impact but not exceptional.
- 2: Limited impact on organizational results.
- 1: Fails to positively impact the organization.



How effective is your #2 leader in communicating with the team and other leaders?

Score:

- 5: Excellent communicator who ensures clarity and understanding.
- 4: Strong communicator, though occasionally could improve.
- 3: Adequate but sometimes lacks clarity.
- 2: Often struggles with communication.
- 1: Poor communication skills.



How well does your #2 leader think and plan strategically?

Score:

- 5: Outstanding strategic thinker who anticipates future needs.
- 4: Good strategic planner with effective foresight.
- 3: Adequate, though occasionally short-sighted.
- 2: Struggles with long-term strategic planning.
- 1: Lacks strategic thinking abilities.



How well does your #2 leader adapt to changes and new challenges?

Score:

- 5: Extremely adaptable, thriving in change.
- 4: Generally adapts well with few issues.
- 3: Adequate but struggles with major changes.
- 2: Often resistant to change.
- 1: Inflexible and unable to adapt to new challenges.



GRADE YOUR #2 LEADER

F

Dysfunction prevalent. Take immediate action.

D

Area of frustration. Change is necessary.

C

Meeting minimal expectations. Unable to take the company to the next level.

B

Meeting expectations. Consider development to maximize capabilities.

A

Best in class. Emulate & clone.

Grade A, 65-75:

Exceptional performance—Your #2 leader is consistently exceeding expectations in nearly all areas.

Grade B, 50-64:

Strong performance—Your #2 leader is performing well in most areas, with some room for improvement.

Grade C, 35-49:

Average performance—Your #2 leader meets basic expectations but may struggle in key areas.

Grade D, 20-34:

Below average—Your #2 leader is underperforming in several areas and needs significant improvement.

Grade F, 1-19:

Poor performance—Your #2 leader is failing to meet expectations and may not be suitable for the role.

Total:

I have a ___ #2 Leader

(Letter Grade)