

Leader Reflection Guide

the new standard
SHAPING THE FUTURE OF LEADERSHIP

Five Questions That Reveal the High Performer Trap

The instincts that got you promoted are often the ones holding your team back. Five questions. Ten minutes. Worth revisiting with a manager or coach.

1 Who's actually making the decisions on your team?

Of your team's last five decisions, how many landed on your desk simply because delegating would have taken longer?

YOUR REFLECTION

2 When did you last catch yourself doing the work instead of developing someone to do it?

Not when you should have delegated, but when you noticed yourself taking something back. What triggered it?

YOUR REFLECTION

3 How much of your week is spent solving problems vs. building the people who could solve them?

A rough split is fine. If it leans heavily toward solving, what would have to change for that to shift?

SOLVING PROBLEMS

%

BUILDING PEOPLE

%

WHAT WOULD NEED TO CHANGE?

4 Think back to the last time real pressure hit — a reorg, a deadline, a crisis. What did you revert to?

Everyone has a default under pressure. Naming it honestly is the first step to catching it sooner.

YOUR REFLECTION

5 If your team described how you lead under pressure, would they describe the leader you want to be?

Not who you are on a calm day, but who shows up under pressure. What's the gap?

YOUR REFLECTION

What to do with this: If two or more answers made you uncomfortable, that's not a failing. It's the pattern this guide was built to surface. Questions? solutions@thenewstandardleaders.com.