

# Emerging Leader/Manager Execution Excellence Assessment Tool

This assessment tool is designed to help emerging managers/leaders evaluate their execution capabilities and identify areas for improvement. The tool consists of Likert-scale questions to measure execution effectiveness, followed by open-ended questions to encourage deeper reflection.



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# INTRODUCTION

Execution is the bridge between strategy and results. Too often, emerging leaders and managers are full of ideas and energy but stumble when it comes to turning plans into consistent, measurable outcomes. The difference between potential and performance lies in how well a leader can organize, focus, and follow through.

This assessment tool is designed to give you clarity on your execution strengths and areas that need development. It doesn't just measure how well you and your team get things done—it pushes you to reflect on the culture you're building, the alignment between strategy and daily actions, and your ability to lead others with focus and accountability.

The tool breaks execution down into practical dimensions: building a culture of accountability, making strategy work in the real world, leading your team with discipline, developing your own execution-oriented leadership, and managing resources with resilience. Alongside the scoring questions, you'll find open-ended prompts that encourage honest self-reflection and a deeper look at what may be holding you back.

The goal isn't to hand out a grade—it's to spark awareness and improvement. By working through this assessment, you'll gain insights into how you lead execution today and what steps you can take to consistently deliver results tomorrow.

## LIKERT SCALE EXPLANATION

Each question in the assessment uses the following scale:

- ▶ 1 = Strongly Disagree   ▶ 2 = Disagree   ▶ 3 = Neutral   ▶ 4 = Agree  
▶ 5 = Strongly Agree

Managers should select the number that best represents their level of agreement with each statement and write their score in the provided space.

## SECTION 1: BUILDING A CULTURE OF EXECUTION

Question	Score (1-5)
My team clearly understands their responsibilities and how their work contributes to company goals.	
I regularly track and communicate progress through scoreboards or dashboards.	
I recognize and celebrate small wins to keep my team motivated.	
My team holds regular check-ins to address challenges and maintain alignment.	
I encourage my team to take ownership of their work without waiting for instructions.	
<b>Total Score for this Section:</b>	

## Open-Ended Questions

1. How do you currently create accountability within your team?

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2. What challenges do you face in maintaining execution discipline, and how do you address them?

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## SECTION 2: MAKING STRATEGY WORK IN THE REAL WORLD

Question	Score (1-5)
I break down high-level company goals into clear, actionable tasks for my team.	
My team's objectives are aligned with company-wide OKRs (Objectives and Key Results).	
I conduct quarterly reviews to ensure our work aligns with strategic priorities.	
I use dashboards or tracking tools to monitor performance in real time.	
I promote cross-team communication to prevent silos and ensure collaboration.	
<b>Total Score for this Section:</b>	

### Open-Ended Questions

3. How do you ensure that your team's daily activities align with broader company goals?

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4. What methods do you use to track and adjust execution progress?

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## SECTION 3: LEADING YOUR TEAM TO EXECUTE WELL

Question	Score (1-5)
I focus on 2-3 key priorities rather than spreading my team too thin.	
I track early indicators of success rather than waiting for final results.	
My team knows exactly where they stand in terms of progress and execution.	
I delegate decision-making authority to my team members.	
I proactively remove bottlenecks that slow down execution.	
<b>Total Score for this Section:</b>	

## Open-Ended Questions

5. What strategies do you use to keep your team focused on the most important tasks?

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6. How do you encourage your team to take initiative in solving execution challenges?

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## SECTION 4: DEVELOPING EXECUTION-ORIENTED LEADERSHIP

Question	Score (1-5)
I balance strategic thinking with real-time problem-solving.	
I provide frequent and specific feedback to my team.	
I foster an environment where failure is seen as a learning opportunity rather than a setback.	
I create structured feedback loops to continuously improve execution.	
I invest time in developing my team's execution skills through training and mentorship.	
<b>Total Score for this Section:</b>	

## Open-Ended Questions

7. What approaches do you take to balance long-term strategy with immediate execution needs?

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8. How do you ensure that feedback is constructive and helps drive improvement?

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## SECTION 5: RESOURCE MANAGEMENT AND EXECUTION RESILIENCE

Question	Score (1-5)
I allocate resources flexibly based on shifting priorities and execution demands.	
I eliminate low-impact projects or tasks to free up team capacity.	
I use technology effectively to improve execution and reduce manual inefficiencies.	
I prepare contingency plans to handle unexpected execution challenges.	
I encourage continuous improvement by refining processes and workflows over time.	
<b>Total Score for this Section:</b>	

### Open-Ended Questions

9. What resource constraints have impacted your team's execution, and how did you manage them?

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10. What steps do you take to ensure execution remains strong over time, despite changing business conditions?

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**TOTAL SCORE:**

### LIKERT SCALE EXPLANATION

- ▶ **100-125 points:** Strong execution leadership – You excel at leading execution and optimizing team performance.
- ▶ **75-99 points:** Good execution capability – You manage execution well but may have opportunities for refinement.
- ▶ **50-74 points:** Moderate execution effectiveness – You have some strengths but need to address key gaps.
- ▶ **Below 50 points:** Significant execution challenges – Consider focusing on key improvement areas identified in your responses.

## FINAL REFLECTION:

► Based on your scores, what are your top three execution strengths?

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► What are three areas you would like to improve, and what steps will you take?

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By using this assessment tool, managers can gain valuable insights into their execution strengths and areas for improvement, helping them lead their teams to consistently deliver results.

