



Capacity Building  
Solutions



# ONE HUNDRED SELF-ASSESSMENT QUESTIONS FOR BUSINESS LEADERS

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# INTRODUCTION

Leadership is not a destination—it's a continual process of growth, challenge, and self-discovery. The moment a leader assumes they "have it all figured out" is the moment they stop evolving, and often, the moment their organization begins to stagnate. The truth is, leadership requires constant reflection and recalibration. It demands that you not only respond to external challenges but also look inward with honesty and courage.

This tool was created to help you do just that. The One Hundred Self-Assessment Questions are designed to spark deeper thinking and provide a framework for evaluating yourself across multiple dimensions: your personal habits and mindset, your leadership performance, the health of your business, the dynamics of your team, and your broader life outside of work.

Each question is an invitation to pause, step back from the daily grind, and examine whether the way you are leading truly aligns with your values, vision, and goals.

The questions are not intended to have quick or easy answers. In fact, the most valuable ones may make you uncomfortable or reveal areas you've been avoiding. That's the point. Growth as a leader begins with awareness—awareness of your blind spots, your patterns, your assumptions, and your impact on others. By wrestling with these questions honestly, you will discover insights that can guide better decision-making, strengthen relationships, and increase your overall effectiveness.

Equally important, these questions remind us that leadership doesn't exist in a vacuum.

Who you are as a person—your habits, your energy, your integrity, your ability to balance work and life—directly shapes the kind of leader you can be. That’s why this tool goes beyond the professional realm and encourages reflection on personal priorities, relationships, and well-being. A healthy, grounded leader creates the foundation for a healthy, thriving organization.

The goal here isn’t to check boxes or achieve some idealized definition of leadership. Instead, the purpose is progress—steady, intentional improvement that allows you to become the best version of yourself, for both your business and your life. Use this tool as a mirror to see yourself more clearly and as a compass to navigate toward the kind of leader you aspire to be. Revisit these questions often, and don’t rush the process. The more thought and honesty you invest, the more powerful the results will be.

## How to Use This Tool

Self-assessment only creates value when it leads to clarity and action. The questions in this document are powerful, but they require intentional effort to unlock their full impact. Here are some ways to approach them effectively:

1

### Create Space for Reflection

Don’t rush through the questions as if you’re completing a checklist. Schedule dedicated time—an hour at a minimum, or even a half-day retreat—to sit with them. Leadership growth requires stillness and honesty, and you won’t find that if you’re distracted by emails, meetings, or phone calls.

2

### Write Your Answers Down

Journaling your responses is critical. Writing forces you to clarify your thinking and commit to words what might otherwise stay vague in your head. It also creates a record you can revisit over time to see how your answers—and your leadership—have evolved.

3

### Start Broad, Then Go Deep

Some questions will feel straightforward; others may be uncomfortable or even confronting. Don’t shy away from the tough ones—that’s where the greatest growth happens. Start by answering what comes naturally, then circle back to the harder questions for deeper reflection.

4

**Use Them as a Team Conversation Starter**

While many of these questions are personal, some can be powerful in a team setting. Consider choosing a few to discuss with your leadership team, board, or even a mentor. Hearing different perspectives can challenge assumptions and spark alignment.

5

**Revisit Regularly**

Leadership isn't static, and neither are your answers. Revisit this tool at least once or twice a year. You may find that what felt like a weakness has turned into a strength—or that a blind spot you thought you had addressed has resurfaced. This is normal and part of the growth journey.

6

**Identify Actionable Priorities**

After working through the questions, don't stop at reflection. Identify three to five clear action items that emerge. These might be habits you need to build, conversations you need to have, or strategic adjustments you need to make. Turn insight into execution.

7

**Seek Accountability**

Growth accelerates when you don't go it alone. Share key reflections with a coach, peer group, or trusted advisor who can hold you accountable to the commitments you make coming out of this process.

## Final Thought

This is not a one-time exercise—it's an ongoing discipline. The best leaders are those who consistently ask themselves the hard questions, stay humble enough to acknowledge the truth, and courageous enough to act on what they learn. Use this tool to stay aligned, sharpen your leadership, and build both a business and a life that reflects your highest potential.



## About You :

1. What is your "Why"? What are you hoping to accomplish with your business and life?

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2. Are you having fun at work?

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3. Do you feel that you get to do what you do best every day?

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4. Are you comfortable asking for help? If not, why not?

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5. Are you willing to admit when you don't know the answer? If not, why not?

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6. Are you generally an optimistic or a pessimistic person? How does this impact you personally and professionally?

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7. How much time and energy are you investing in your own personal and professional development?

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8. How much of your time is spent “thinking” versus “doing”? Do you think this is the right balance?

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9. How much of your time is spent thinking about the past, the present, and the future (separately)? How does this affect how you see your business?

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10. How difficult is it for you to be present and “in the moment?” What would being more “present” mean for you and the people around you?

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11. Do you practice daily good habits? What are they?

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12. What is your morning routine? How could it be better?

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13. What are your blind spots? What mechanisms have you put in place to protect you from them?

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14. How often and what are you reading? When's the last time you applied something that you've read?

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15. How often do you worry about things you can't control? Do you spend enough time and energy on the things you can actually control?

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16. Up to this point in your life, do you believe you've been lucky or smart? Why?

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17. How accountable are you? Do you do what you say you're going to do when you say you're going to do it?

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18. How are you keeping score in business and life? Are these results still working for you?

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19. How competitive are you? How does this affect your interaction with other people?

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20. Are you the hardest working person in your company? If yes, why?

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21. Besides fulfilling personal obligations, what do you do when you are not working?

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22. Is it hard for you to trust people? If yes, why?

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23. Is your inner chatter/dialogue mostly positive or mostly negative? How does this affect you?

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24. What are you afraid of? What triggers fear-based emotions within you?

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25. What importance does money hold in your life? How much is enough?

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26. Do you prefer to play offense or defense? Why?

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27. What is it you really want in life? What price are you willing to pay to get it?

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### About Your Leadership Performance:

28. What does the word "leadership" mean to you? How are you performing against this definition?

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29. What are the core Key Performance Indicators (KPIs) driving your business right now? How are you performing against them? What do you personally own in achieving these results?

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30. How would you rate your financial literacy as business owner/CEO? Where do you need to improve/grow?

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31. Are you the right person to be leading this business right now?

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32. What are your “Big Three” leadership priorities right now? How much time are you spending on them?

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33. What professional conversations are you avoiding right now? Why?

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34. Are you operating at the highest and best use to the organization? If yes, why? If not, why not?

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35. What is your leadership decision-making process? How do you think through important decisions?

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36. If someone was to come in and replace you in your leadership position, what changes would they make right away? Why?

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37. What percentage of the talking do you do in most meetings? How do you feel about this?

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38. Are you an active listener or always preparing to talk? What would those closest to you say?

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39. Are you focusing on the right problems? If yes, what are they?

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40. Are you grooming a successor? If not, why not?

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41. Do you feel your people tell you the truth? If not, why?

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42. Who are your leadership role models? Why? If they are still living, do you reach out to them?

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43. Do you feel you are responsible “to” or “for” your people? What does this distinction mean to you?

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44. How would the leader you always wanted to be handle your current situation (whatever it is)? Are you operating in this manner?

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45. Do you need to reinvent your approach to leadership and/or business? Why?

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46. Do you believe in your heart that you're taking the right steps to be successful? How about in your head or gut?

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47. Would you want to work for you? Would you want your children to have a boss/leader like you? Why?

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48. How would you rate your level of focus in meetings and one-on-one interactions? Are you constantly battling distractions?

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49. How prepared are you for meetings? Do you regularly do your professional homework? If no, why not?

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50. Do you think you're a good communicator? If not, what are your challenges? What are you doing about it?

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51. What do you think the most junior person on your team would they say about your leadership? Why? How do you feel about this?

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### About The Business :

52. Why did you start your company? Given everything you know today, would you still be in this business?

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53. What are your industry's trends telling you about the future of the business? What are you doing about this?

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54. Are you truly excited about the future of your company? Why?

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55. What are you most passionate about right now in your industry, market, or business? What are you doing about it? Why?

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56. What is your primary focus right now: profit or growth? Why? How are you performing against this objective?

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57. If I were competing against your company, what would be the first three things I would do? Why?

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58. Is your business strategy still viable? Are you ahead or behind the industry curve?

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59. Does your culture “walk the talk”? If not, why not?

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60. Is your company easy to do business with, both internally and externally? Where could it improve?

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61. Do you feel you have a good handle on your business's economic model? Should anything change in terms of how you view financial success?

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62. How are you leveraging technology to foster innovation and continuous improvement in your business?

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63. Where are the weakest points in your business? What are you doing about them?

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64. How are you leveraging data (analytics) to make better decisions?

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65. Do you have a list of potential acquisition targets? Do you have a list of companies you'd like to be acquired by?

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66. Why should a Millennial or Gen-Z'er come work for your company?

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67. If money were no object, what would you be doing differently in your business?

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68. What is your exit plan?

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### About Your Team :

69. Do you consider yourself to be a good team leader? How do you know?

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70. What's more important to you: loyalty or performance? Why?

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71. Are you still the smartest person in the room about the business, or have you surrounded yourself with colleagues who know more about their respective areas than you do?

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72. If you were to start over, would you rehire every member of your leadership team? If not, why not? What about other key employees?

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73. Who is the weakest member of your leadership team? What are you doing about it?

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74. Are you investing in the skills and talents of your leadership team members? How?

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75. Do you have coaching goals for each of your direct reports? If yes, how are you guiding them in the right direction?

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76. Do you know how to delegate effectively? How often are you satisfied with the work that's been delegated?

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77. What happens when a member of your leadership team disagrees with you? How often does this happen?

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78. Do you acknowledge the contributions of your leadership team members and key employees often enough? If not, why not?

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79. If I were to ask you detailed questions about the personal lives of members of your leadership team, how well do you think you would do?

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80. If someone asked the members of your leadership individually about whether or not you care about them what do you think they would say? How does this make you feel?

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## About Life:

81. Do you consider yourself a generally happy person and fulfilled person? If not, why not?

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82. Did you have a happy childhood? How has this affected you as an adult?

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83. What's guiding you in life? Why?

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84. What's grounding you in life? Why?

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85. What do you do just for fun?

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86. Are you intentionally choosing your tradeoffs in life, or are they choosing you? How is the affecting your family and you?

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87. What personal conversations are you avoiding right now? Why?

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88. Do you have any major regrets in life? If yes: what and why?

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89. Do you feel that the work- life balance in your life is appropriate? If not, why not?

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90. Are you an attentive and supportive spouse or does the world revolve around you?

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91. How much one-on-one time do you spend with your spouse/significant other? Is it enough to maintain a close relationship?

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92. Would you want to have you as a parent if you were your children? Why or why not?

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93. What has been happening with your social circle? Is it growing or contracting?

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94. Are you a good friend? Why? Do you have good friends? How are you maintain these relationships?

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95. When was the last time you had a full health physical? How responsible are you with your doctor/dental appointments? Why?

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96. What is the current level of stress in your life? How much of your stress is negative versus positive? How is this affecting you?

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97. How often do you exercise? What are you doing? Is it enough?

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98. What is your attitude towards food? How does this affect you?

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99. What is your attitude towards alcohol? How does this affect you?

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100. What advice would your “wiser older self” give you right now about how you are living your life?

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