

ENTERPRISE LEADERSHIP AND PEER COLLABORATION ASSESSMENT

Assess whether a functional leader is also helping lead the whole company.

Completed by: Leader and direct manager separately	Recommended timing: As Leader grows to more Senior Level
Date: _____	Situation: _____



CORE STANDARD

A senior leader has two jobs: lead the function well and help lead the entire company. Strong functional results do not excuse behavior that weakens trust, execution, or enterprise performance.

Statement	1	2	3	4	5
I put the company's overall result ahead of a functional win when the two conflict.					
I understand the priorities and pressures facing other functions.					
I raise cross-functional concerns with the peer involved before escalating upward.					
I respect the accountable leader's authority inside that leader's function.					
I share pipeline, customer, and demand information early enough to support planning.					
I advocate strongly without creating a second chain of command.					
I challenge decisions constructively and support them once made.					
I share information, capacity, relationships, resources, and credit when the company needs it.					
I consider downstream effects before making customer or sales commitments.					
I help peers solve problems rather than only pressure them for answers.					
I can lead cross-functional work through influence rather than title.					
My leadership peers would describe me as candid, dependable, and enterprise-minded.					

Score the assessment

Question or field	Your response
Total of all 12 ratings (possible range: 12-60)	
Average score (total divided by 12)	
Number of items rated 1 or 2	
Largest self-manager rating difference	
Item creating the greatest enterprise risk	

SCORING KEY 4.25-5.00 = trusted enterprise leader; 3.50-4.24 = constructive peer with a few development needs; 2.75-3.49 = inconsistent collaboration that needs focused practice; 2.00-2.74 = recurring behavior is weakening trust or execution; 1.00-1.99 = serious enterprise-leadership concern. A high total does not cancel out a low score on respecting authority, handling disagreement directly, or considering downstream impact.

CHOOSE THE PRIORITY Start with the behavior that creates the greatest business or relationship cost—not automatically the lowest number. Select no more than two priorities and define what peers should see the leader doing differently within 30 days.

Evidence review

Question or field	Your response
Examples of strong enterprise leadership	
Examples of end-runs, role confusion, or boundary violations	
Impact on peer trust	
Impact on operations or customers	
What the leader believes justifies the behavior	
What must change immediately	
What should the organization change in its systems or decision process	

Turn the result into action

Question or field	Your response
Two behaviors to stop	
Two behaviors to start	
Two behaviors to continue	
Peer who will provide feedback	
Day 30 evidence	
Day 60 evidence	
Day 90 evidence	

COMPLETION STANDARD Do not stop with insight. Leave with a clear behavior, an accountable owner, a date, and evidence that will show whether progress occurred.

