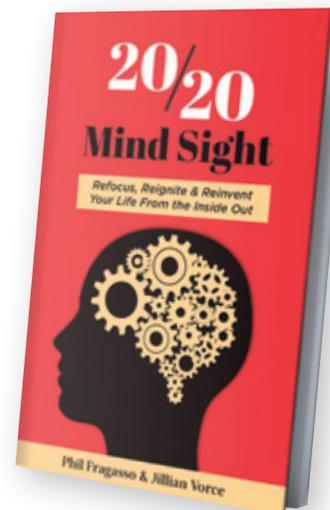


Chapter 16: “Someone Who Can’t Repay You” Leave Your Mark

Sight Line Worksheet

This worksheet is provided as a supplement to **Chapter 16** of *20/20 Mind Sight*. For maximum benefit, please read the chapter prior to completing the exercise.



AVAILABLE AT:



20/20 Sight Line: The Collaborative Way

Most people believe – or assume – they are good collaborators. There is no quantitative way to measure collaborative effectiveness; but Lloyd Fickett & Associates, a consulting firm focused on helping organizations improve employee leadership and collaboration, offers a self-assessment survey that is the best tool we've come across. We urge you to complete the survey. After completing the survey, focus on the three items where you score the lowest and where improvement would provide the greatest benefit to you and your company.

The Collaborative Way[®] Survey

Date of self-assessment ____ / ____ / ____

Please rate your own practice level on each dimension below from 1 (Worst Level) to 10 (Best Level) based on your view of your conversations, actions, and contributions over the past 2–3 months. Please be honest with yourself, rating yourself as if you were observing yourself, without being overly critical and without sugar-coating. There is no neutral value, with 5 being slightly below your expectations and six being slightly above your expectations.

20/20 Sight Line: The Collaborative Way

| Being For Each Other 1= Worst Level 1 2 3 4 5 6 7 8 9 10 10= Best | | | |
|--|--|--|---|
| Supporting Each Other's Success: | Only interested in own achievements. Doesn't value what others do or want to help them. Knowingly condones and accepts substandard performance. | | Committed to success of others and the company's success. Honors others' choices, efforts and achievements. Demands their best performance |
| Intervening in Gossip: | Enters discussions with others who talk behind other people's backs and spreads rumors. Doesn't seek out facts to clear up the situation. | | Lets people know when they're gossiping. Supports person getting grounded in facts and initiating clean-up with the other person. |
| Doing Timely Clean-ups: | Will only clean-up misunderstanding and conflict issues when forced to do so. Does not take responsibility for participation in the misunderstanding. Does not apologize when appropriate. | | Quickly initiates action to clean-up misunderstandings and personal frictions. Takes responsibility for participation in the situation. This may include an apology. |
| Looks for Positive Intent: | Quick to blame and distrusts other people's intentions when something goes wrong or conflict arises. | | When something goes wrong or conflicts arise, assumes others intended to contribute. Instead of blaming, works to reveal the facts of the situation and moves things forward. |
| Giving Encouragement: | Rarely encourages anyone. Doesn't acknowledge others' achievements or puts others down. | | Can be counted on to encourage others. Motivates further achievements by giving positive feedback, plus constructive advice when others are stuck. |
| Average for Being For Each Other: | | | |

20/20 Sight Line: The Collaborative Way

| Honoring Commitments 1= Worst Level 1 2 3 4 5 6 7 8 9 10 10= Best | | | |
|--|---|--|--|
| Receiver Responsibility: | Accepts commitments despite personal doubt that they will be kept. Does not followup nor offer support to others to help them keep their commitments. | | Does not accept commitments when skeptical about outcome. Checks in with people prior to commitment dates to see if things have changed, or if they need help meeting commitments. |
| Managing Effectively: | Doesn't keep track of commitments made or received. Never lets others know if there is a danger that a commitment will not be kept. | | Keeps track of commitments. Always lets others know if there is a danger a commitment may not be kept. Helps others meet commitments by providing reminders and assistance. |
| Navigating Obstacles: | When faced with uncomfortable issues and challenges, does not keep promises. Makes excuses or blames others. | | When faced with obstacles, creatively works through difficulties and challenges to find a way to keep promises. |
| Resolving Broken Agreements: | Does not confront person who broke the agreement with them. Does not acknowledge a broken commitment made with others. Will offer excuses and justification for the broken promise. | | As an advocate, confronts person who breaks an agreement. Acknowledges a broken commitment made with others. In both cases, ensures learning and corrective action are undertaken. |
| Forwarding Accomplishment: | Makes commitments without consideration or voicing concerns/doubts about impact. Often accepts commitments without exploring if they are attainable or realistic. | | Before making a commitment, examines whether it forwards overall objective. Never makes nor accepts unrealistic, unattainable commitments. |
| Average for Honoring Commitments: | | | |

20/20 Sight Line: The Collaborative Way

| Acknowledgement/Appreciation 1= Worst Level 1 2 3 4 5 6 7 8 9 10 10= Best | | | |
|--|--|--|---|
| Giving in All Directions: | Rarely acknowledges people. Limits acknowledgements to direct subordinates or favorites. | | Recognizes contributions by others across all levels of the company and expresses authentic appreciation. |
| Noticing and Seizing the Opportunity: | Rarely takes time to notice contribution of others. Infrequently acknowledges others. | | Takes time to notice opportunities for acknowledgement and does something about it. Makes frequent acknowledgments part of normal routine. |
| Giving with Depth: | Only gives superficial acknowledgement, i.e. "good job". Never mentions what the person went through or had to overcome to produce the result. | | When acknowledging people, goes into specifics including challenges overcome or sacrifices made. When appropriate, shares impact personally felt by the contribution. |
| Receiving Openly: | Brushes off or deflects acknowledgements. Doesn't accept compliments graciously. Suspicious of appreciation expressed by others. | | Accepts compliments graciously and doesn't minimize them. Sincerely thanks others for the acknowledgement. |
| Requesting When Missing: | Doesn't speak up or often complains about lack of acknowledgement. | | Makes requests to appropriate parties that missing acknowledgements be expressed. |
| Average for Acknowledgement/Appreciation: | | | |

20/20 Sight Line: The Collaborative Way

| Leadership 1= Worst Level 1 2 3 4 5 6 7 8 9 10 10= Best | | | |
|---|--|--|--|
| Inclusion: | Rarely includes others in the decision making process. When including others, often chooses the wrong people or too many people. | | Regularly includes others in decision making (before, during and after). Effectively chooses who should be included and how to include them. |
| Ethic of Responsibility : | If not team leader, rarely takes on responsibility for success of the team. | | As a team member, embraces responsibility for success of team and team leader |
| Context of Learning: | Rarely supports and coaches others in their practice of The Collaborative Way. Often blames or declares others wrong for their levels of practice. | | Regularly supports and coaches others in their practice of The Collaborative Way. Helps others learn from mistakes and correct them. |
| Context of Learning: | Is not open to support and coaching from others in their practice of The Collaborative Way. Tends to get defensive. Unwilling to acknowledge, correct and learn from mistakes. | | Open to support and coaching from others in personal practice of The Collaborative Way. Willing to acknowledge, correct and learn from mistakes. |
| Up To: | Rarely ensures that the purpose and objectives of meetings are clear. Often moves conversations away from accomplishing the intended results. | | Consistently ensures that the purpose and objectives of meetings are clear. Keeps conversations focused on producing the intended results. |
| Average for Leadership: | | | |

20/20 Sight Line: The Collaborative Way

Overall Average:

The Collaborative Way Survey is provided as a courtesy and with the permission of the copyright owner: Lloyd Fickett & Associates. Learn more at <http://collaborativeway.com/>