CDR Risk Assessment Personal Development Worksheet

Examples of Analyzing One's Risk or Ineffective Coping Strategies When Facing Stress, Adversity or Perceived Conflict

My Risks	What caused this Risk to show most recently?	What happened? What was the risk behavior?	What was the impact?	What can I do differently?
Upstager	Getting too energized during enjoyable discussion with colleagues	Dominated too much of the air time	Came off as negative, overbearing, was a time hog	Ask more questions, self-facilitate, deploy *active* listening skills, control my enthusiasm
Egotist	Overly eager to perform well and show my knowledge during presentation to Board	Did not sufficiently recognize the contributions of other team members	Offended team; angered and hurt team members. Damaged team cooperativeness.	Try to relax more when I present. Build team member recognition into my presentation notes or slides so that I don't miss again! Apologize… Rebuild…
Rule Breaker	I was overly eager to close a deal with a client so I fudged projected the timeline.	Although I knew that the technical department needed 90 days to implement the new software for the client, I told them it could be done in 60 days or less.	The technical director was furious and complained to my VP. The Tech team ended up working weekends to finish and still missed my time promise by 10 days. The client wasn't happy.	Be more genuine in communications. I can still be enthusiastic without over-stating what we can do. Our technical team is top notch so I want to apologize and let them know I will honor time requirements in the future unless they approve changes in advance.
Worrier	Fear of making sure I was 100% right. I was in a staff meeting.	As a director, at a meeting with my peers and boss I knew I had the right answer, but didn't speak up. I wasn't 100% confident that someone would not find a flaw.	The team made the wrong decision. Now we have to fix a costly mess which would have been avoided had I chimed in!	1) Find a mentor to help me practice speaking up in the moment. 2) Share my risks with a peer who will prompt me with questions to help bring out my thoughts. 3) Register to take an "assertiveness" training class.

The above is excerpted from: Parsons, Nancy, E., "Fresh Insights to END the Glass Ceiling," Chapter Six: Solutions & Action Plans, Page 86 & 87, Leader Voice Publishing, Sugar Land, TX, 2017.

Worksheet to Analyze My Risks or Ineffective Behaviors Under Stress, Adversity or Conflict

My Risk or Behavior	What caused this Risk or ineffective behavior to show? What was the trigger?	What happened? What was the risk behavior and how did it show?	What was the impact or consequence of this behavior?	What can I do differently next time

Risk Factor Scale Definitions & Behavioral Examples:

Each of the risk factors described below features: 1) a definition, 2) linkage to universal leadership derailers, and 3) example of behaviors.

False Advocate - This scale represents behaviors that are passively detrimental-they are not always obvious to those who are being acted out against-but serve to undermine agendas, go against the status quo, or put up barriers to success. Leaders with high scores appear outwardly supportive and on-board while sabotaging effectiveness through defiance, resentment, procrastination and resistance. False advocates regularly betray the trust of others though it may take time for their behavior to be revealed because of the covert nature of their activities. *Examples: Blaming others for failure to perform; saying one thing and doing another; and, not living up to commitments*.

Worrier - This scale represents an unwillingness to make decisions due to fear of failure or criticism. Worriers impede progress, over-study, over-review and slow down performance. Worriers are not decisive, seem to lack courage, and fail to adapt promptly to changing demands. *Examples: Stonewalling decisions; having associates perform unnecessary non-value added tasks just to appease personal comfort level; and, being slow to act and risk aversive*.

Cynic - This scale describes those who are skeptical, mistrustful, pessimistic, always looking for problems, constantly questioning decisions and ideas, and who resist innovation. Cynics lack a forward thinking and inspirational approach; may lack objectivity in decision making and are poor at adapting to changing business needs. *Examples: Resisting innovation with statements like: "We have always done it this way… or, it'll never work…"; communicating doubt and pessimism about the business future or projects; and, not showing trust in others to perform independently*.

Rule Breaker - This scale depicts those who ignore rules, test the limits, do what feels good, jeopardize company resources, and who do not think through the consequences of their behavior or decisions. In leadership roles, Rule Breakers can lose credibility and betray trust by violating rules and may be prone to fostering a dysfunctional work environment because of their impulsive and often destructive behavior. *Examples: Failure to comply with safety rules; spending more funds than expenditure authority may permit; and, skinny-dipping at a company sponsored function*.

Perfectionist - This scale describes the leaders that micro-manage, cling to details, have a high need to control, set unreasonably high standards, have difficulty setting priorities, and struggle with relating to the big strategic picture. Perfectionists betray trust due to their compulsive need to control, may lack objectivity and broadmindedness, and may struggle with adapting to change. *Examples: Keeping control by monitoring process details unnecessarily; requiring too many updates from associates on work progress; and, nitpicking errors instead of welcoming new concepts, ideas, or solutions*.

Egotist - This scale reveals the leader who: is self-centered, has a sense of entitlement, takes credit for others' accomplishments, is viewed as a hard-nosed competitor, has a sense of superiority, and expects to be looked up to. Egotists betray trust by stealing credit, create dysfunctional work environments because of their self-obsession; and lack objectivity in decision making. *Examples: Putting personal agenda ahead of the team needs; refusing to admit mistakes or pay attention to feedback; and, behaving like a dictator or as a pompous member of royalty*.

Pleaser - This scale describes those who depend on others for feedback and approval, are eager to please the boss, avoid making decisions alone, are unwilling to challenge the status quo, refuse to rock the boat, and may help others while letting their own accountabilities flounder. Pleasers in leadership roles may fail to deliver results, may lack courage, and may create a dysfunctional work environment by failure to support or go to bat for others. *Examples: Acting as an order taker who needs to be told what to do; failure to defend their team's position; and focusing more on the relationship with the boss than with associates or peers*.

Hyper-Moody - This scale typifies those with unpredictable emotional swings, moodiness, volatility, potentially explosive outbursts, and vacillation of focus or interest in projects and people. Hyper-Moody leaders may hurt their credibility by their inconsistent moods and actions. They may erode or betray trust due to their emotional swings; create a poor or dysfunctional work environment and may lack a forward thinking and inspirational approach. *Examples: Showing a roller-coaster of emotions when pressed with changing priorities; yelling one minute then charming someone the next; and, creating a tenuous environment where associates have no idea what temperament to expect next*.

Detached - This scale pertains to a tendency to: withdraw, fade away, fail to communicate, avoid confrontation, be aloof, tune others out, and be reticent about interfacing with people. Detached leaders may fail to deliver by not asserting views thus giving the appearance of a lack of courage or indifference; may fail to develop others; and may create a dysfunctional work environment due to a lack of communication or by the appearance of a lack of concern for others. *Examples: Not speaking up at meetings (with a tendency to fade into the wallpaper); maintaining minimal or distant relationships with associates; and, reluctance to become involved in group dynamics*.

Upstager - This scale describes leaders with an excessive need to be around others, to be dramatic and histrionic, to dominate meetings and airtime, to constantly sell a personal vision and viewpoint, and to demonstrate an inability to go with the tide. Upstagers may not do well developing others because of their need for constant attention and may not make decisions objectively due to their relentless passionate views. *Examples: Missing social cues, pushing too hard on the wrong people, and not letting others take center stage*.

Eccentric - This scale depicts those who are quite unusual in their thinking and behaving, creative, perhaps whimsical, or even weird or peculiar in some ways. Eccentrics may have difficulty adapting to cultural standards and may erode trust and credibility due to their odd ways. *Examples: Dressing or behaving in non-conforming ways; alienating customers by their bizarre or off-the-wall remarks; and, making statements from "left field." (Actual comments from high scorers, "I can feel my molecules moving" and "We are looking for a house where there are trees and birds and where we can hear the earth breathe.")*

Risk Definitions are excerpted from: © 1998 CDR Risk Assessment, CDR Companies, LLC.