

From the book by Dr. Sheila Murray Bethel  
*A New Breed Of Leader: 8 Leadership Qualities That Matter  
Most In the Real World, What Works, What Doesn't and Why*  
Published by Berkley Books, March 2009  
CHAPTER # 3 OPENNESS MATTERS...GENERATING INTEGRITY

## OPENNESS ASSESSMENT

On a scale of 1 to 10 (with 10 being highest), how would you rate \_\_\_\_\_  
(leader's name) on his/her openness to you and others in your company or organization?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>poor</b>		<b>so-so</b>		<b>fair</b>		<b>good</b>		<b>excellent</b>	

- \_\_\_\_\_ He/she is always as candid as circumstances will allow.
- \_\_\_\_\_ He/she speaks plainly; one doesn't need to "interpret" his/her meaning.
- \_\_\_\_\_ He/she works to create a culture of openness throughout the organization.
- \_\_\_\_\_ He/she shows personal respect and sensitivity in a way that builds relationships.
- \_\_\_\_\_ He/she tolerates a reasonable amount of error and mistakes if they lead to eventual improvement.
- \_\_\_\_\_ He/she is open to new ideas, even if they're offbeat.
- \_\_\_\_\_ He/she encourages the asking of questions.
- \_\_\_\_\_ He/she, in times of crisis, works openly and calmly with the team.
- \_\_\_\_\_ He/she discusses with followers the need to be open.
- \_\_\_\_\_ He/she accepts bad news without the need for "sugar-coating" it.
- \_\_\_\_\_ **TOTAL**

### Here's a rough guide to judging the results. If you score:

- <35:** start working diligently on the fundamentals outlined in this chapter.
- 36-50:** pick one or more dimensions where you need work and focus on improving them.
- 51-75:** you're well on your way to becoming a paragon of leadership openness.
- >76:** pat yourself on the back—and buy your company's stock.