

BOTTLENECK BEHAVIORS DIAGNOSTIC



COMPLETE EACH QUESTION AND ADD UP YOUR TOTALS FOR EACH QUESTION AT THE END OF THE EXERCISE.

1. _____ Which statement best describes your approach to process?

- A) I lack processes for the business and have no accountability measures in place as a result.
- B) I have to be involved in every process that we deploy - my team can't make decisions without me.
- C) I don't trust others to take over processes when I can do it better.
- D) I often underestimate how much time and resources are needed to create processes for the team to follow.
- E) I have a ton of ideas but don't always think through the process needed to make them a reality

2. _____ Which statement best describes your relationship with your team?

- A) I am central to the operation and my team needs my permission to action things.
- B) I don't trust my team to action things as well as I can.
- C) I do everything myself because I don't have time to pass it on to the team.
- D) I am overly optimistic about what my team can handle given their time and resources.
- E) I overload and confuse my team with all of my ideas.

3. _____ Which statement best describes your approach to delegation?

- A) I feel guilty delegating to others when they already have so much on their plate.
- B) I intervene often because I don't trust the team to take on a project or task the way I can.
- C) I don't have time in my schedule to commit to delegating effectively - it's too overwhelming to think about.
- D) I overwhelm my team by handing off too many ideas and not clarifying which delegations are priority.
- E) I am constantly changing my mind around ideas I delegate.

4. _____ Which statement best describes your team dynamics?

- A) My team is resistant to new ideas and often blocks delegating opportunities. They are possessive of their work.
- B) My team needs my participation to action anything and they retreat from helping because they feel their contribution doesn't matter.
- C) My team isn't always clear on what or how to action new ideas I've handed off to them.
- D) My team becomes unfocused and confused because they are actioning multiple things at once.
- E) My team doesn't have what they need from me to properly action an idea because I haven't thought how to execute my ideas in detail.

5. _____ Which statement best describes your communication or handoff around new ideas?

- A) I have my team conditioned to run everything through me. They require approval to action things, need access and permission for info that only I have.
- B) I must always remain in the loop for everything in the business. I don't trust others to do it as well as I can.
- C) I don't have an ongoing communication cadence or set meetings with my team. I'm too busy.
- D) I overshare my thoughts and ideas, even though sometimes I am just brainstorming and not really handing over a project/task
- E) I change my mind frequently as my ideas evolve.

6. _____ Which statement best describes how your team reacts to new ideas?

- A) My team becomes resistant to new change and may begin their own “delegation blocking” because they don’t understand their place in the process.
- B) I want to be involved in the 80%, rather than focusing on my 20% most important work. My control over the outcomes frustrate my team.
- C) My team isn’t clear on the process and/or always requires additional details from me.
- D) My enthusiasm for new ideas drives my team to want to action all of them ,but they aren’t clear on which ones are the priority.
- E) I share so many ideas with my team that they don’t always know which ones I’m most committed to. I change my mind frequently.

7. _____ Which statement best describes your level of trust around delegation?

- A) I thrive on the feelings of necessity and emergency that the team needs to come to me about.
- B) I tend to hold on to tasks and delegation opportunities because of past delegation errors.
- C) I provide minimal details to my team and lack the time to close the loop on my delegations with my team.
- D) I love to hand off projects and tasks, but sometimes lack restraint to fully action my best ideas.
- E) I want to hand off items, but I am not clear on the details of the idea nor have the commitment to see the most important ideas through.

8. _____ Which statement best describes how you set your vision?

- A) I have a vision, but my team cannot action it without my permission.
- B) I set my vision in place, but any momentum is largely reliant on my involvement.
- C) I don’t have enough time in my day to always set my vision in motion with my team.
- D) I am brilliant at developing new ideas and concepts, but lack restraint to action only those that move the vision forward.
- E) I am energized by and love to constantly brainstorm new ideas for my vision. I could live in that space all day.

9. _____ Which statement best describes how your team might describe you?

- A) I am always happy to jump in and save the day. Just ask my permission.
- B) I prefer to always be in the loop on everything.
- C) It’s easier if I just do it myself. I don’t trust others.
- D) I have great ideas, but am overly optimistic with available resources.
- E) I love to ideate and live in the clouds.

10. _____ Which statement best describes how you provide feedback?

- A) Since everything has to be approved by me, I don’t have enough opportunities to provide feedback.
- B) Usually my feedback centers around not meeting my high standards.
- C) I have very little time and availability to provide effective feedback.
- D) My feedback confuses the team because I give conflicting messages around urgency and priority.
- E) It’s challenging to give feedback when I haven’t defined what success looks like.

TOTALS:

A _____ **B** _____ **C** _____ **D** _____ **E** _____

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ANSWER SHEET

A



HERO

If you answered mostly As, you are likely a **HERO**.

The Hero loves to save the day. If you're a Hero, your team has likely been conditioned to run everything through you for permission. Entreps are notorious for this type of behavior and can sometimes attribute their own self-worth to it. They get energy by feeling needed to solve every issue within the business. A lot of the time, this behavior stems from lack of process and accountability and lack of autonomy in your team.

B



INTERVENTIONIST

If you answered mostly Bs, you are likely an **INTERVENTIONIST**.

This type loves to always be looped in. It's our nice way of saying "micromanager." :) Interventionists typically lack trust that anyone can do it as well as they can. Always looking at the 80% instead of the 20%, they have developed a need to be in the loop at all times. Because of your high standards, you tend to "cocoon" to protect yourself from delegation errors of the past. Everything has been set up to require your participation to keep errors to a minimum. You are the Quality Control Officer.

C



INTERVENTIONIST

If you answered mostly Cs, you are likely an **ISOLATIONIST**.

Isolationists love to say "I'll just do it myself." It's become hard to delegate because you're doing everything yourself, and then you're not available to have key conversations with your team to actually execute. It's impossible for your team to execute well because they don't have any opportunity to connect with you which just spurs the cycle.

D



TIME OPTIMIST

If you answered mostly Ds, you are likely a **TIME OPTIMIST**.

I have to admit, if there's one I struggle with, this is it! I am one of the most scheduled and structured entreps that I know and I still have a tendency to be unrealistic with what can be done with the given time and resources. Time Optimists are overly optimistic by nature and can lack restraint when it comes to executing on only the best ideas. This behavior can create a lot of friction because your team is living in execution mode and the competing messages from you confuse priorities.

E



DREAMER

If you answered mostly Es, you are likely a **DREAMER**.

Dreamers love to ideate. Like the Time Optimist, this inclination to overload your team with your latest idea distracts and confuses them. Dreamers tend to not think through the execution or success criteria of their ideas in a way that allows them to be handed off well to their teams. Dreamers think everything past the new idea is boring and the ambiguity of any type of execution plan becomes a confidence killer for the team.