Hargraves Coach (Assessment)

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Getting started is often the hardest part. Understanding where you are now and what's holding you back is the first step towards real progress.

Take some time to see what's really happening. Reflect on what is changing, assess your priorities and performance, and identify the barriers holding you back. If you choose to share your responses with us (in confidence), we'll suggest one practical tool or idea to help you get started.

Name:	
Title:	
Company:	
Date:	

Preparation: Understand Where You Are Now

What is your role? How long have you been in this role? How long have you been with your company?

How would you describe your team?

Large, small, supportive, engaged, challenging, hybrid, remote, onsite, standard hours, flexible working, rostered/shifts, etc.

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Book an Exploratory Call.

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How would you describe your role/experience as a leader?

New leader, new leader of an existing team, manager feeling ill-equipped, leader with a good team that could be great, experienced leader starting a new team, senior/experienced leader juggling multiple teams and priorities, etc.

How confident are you in managing your team and leading team activities?

We'll ensure any suggestion builds your skills without overwhelming you.

Not at all confident	Confident, with some direction/support
Not confident but keen to learn	Highly confident

Reflect: Why are you here?

What is changing in your world? What outcomes do you seek?

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Your Priorities & Performance

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Prioritise each principle on a scale from 0 (low) to 10 (high). Then rank your performance proportionately. (Your performance rank cannot be higher than your priority.)		**Priority Score (0 – 10)**	**Performance Score**
Leadership & People	Does the leadership of your organisation actively support innovation and innovators?		
	Do all employees have permission and confidence to contribute to innovation every day?		
Innovation Process	Does your organisation have an accessible and disciplined process for generating, testing, implementing and capturing the value of ideas?		
	Does your organisation proactively manage risk by allowing and learning from failure and error?		
Innovation Action	Is innovation an integral part of your organisation's strategy and operations?		
	Are resources available dedicated to the innovation process and action?		
Collaboration	Is collaboration and knowledge sharing encouraged and facilitated within your organisation?		
	Does your organisation proactively seek external knowledge, skills and connections to improve services, products and outcomes?		
	Total scores:		

Score your priority on a scale of 0 to 10 (0 = low, 10 = high).

Then, **score your performance as a portion of your priority**.
For example, if your priority is 8, then performance is a portion of 8.

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Barriers to Success

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What's really holding you back?

Rate as:	0 *if it's not relevant*	1 *if you currently do this well*	2 *if it's a barrier but not a priority*	3 *if it's a barrier and a priority*

Barriers	Rate	Comment
Personal/Leadership		
Lack of confidence in leadership skills and ability		
Balancing workload and leadership priorities		
Wellbeing challenges for self or team		
Difficulty adapting to change		
Risk aversion limits action		
Lack of necessary skills to lead effectively		
Limited resources to achieve priorities		
Limited support or guidance from my manager		
Team		
Team engagement is low or inconsistent		
Team struggles to generate or progress ideas		
Lack of clear processes for developing and implementing ideas		
Difficulty managing hybrid teams		
Meetings dominated by a few, while others rarely contribute		
Challenges with inclusion and diversity within the team		
Executing your strategy		
Short-term focus and insufficient strategic planning		
Top-down management limits flexibility and initiative		
Middle management resistance to change or new approaches		
Lack of focus on customer needs		
Limited collaboration across teams or with external partners		
Too many digital and AI tools to navigate		
Lack of incentives to innovate		

Don't add them up! *Count the number of:*	**0's**	**1's - these are your strengths**	**2's**	**3's - these are your priorities**

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Pause & Reflect

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What have you learned about yourself? Any other comments or thoughts?

Getting started is often the hardest part. At Hargraves, we don't start with answers - we apply uncommon tools, frameworks and a People-First approach to help you see what's really happening and embed the capability to tackle today's challenges and whatever comes next.

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