

# CIO / CTO Leadership Assessment

*A framework for executive advisory.*



## INTRODUCTION

This assessment is designed to provide CIOs and CTOs with a framework for evaluating and enhancing their leadership capabilities. It focuses on key areas critical for success in today's dynamic technology landscape: Ownership & Accountability, Innovation & Psychological Safety, and Emotional Regulation Under Stress. The goal is to foster a *Conscious Leadership* approach, moving from reactive behaviors to responsible and ultimately catalytic leadership.

## ASSESSMENT INSTRUCTIONS

Please thoughtfully consider each question and prompt. This is not a test, but a tool for self-reflection and growth. Your honest responses will provide valuable insights into your leadership style and areas for development. Allocate approximately 20-30 minutes to complete the assessment.

## SECTION I: OWNERSHIP & ACCOUNTABILITY

Reflect on the following diagnostic questions:

- How effectively do I delegate responsibilities while maintaining accountability?
- What steps do I take when projects fall behind schedule or exceed budget?
- How do I handle situations where my team makes mistakes?
- How do I foster a culture of ownership within my team?
- What mechanisms are in place to track and measure progress against key objectives?

## SECTION II: INNOVATION & PSYCHOLOGICAL SAFETY

Use the following scale (1–5) to rate your perception of each statement:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

- I actively encourage experimentation and new ideas within my team. (1–5)
- Team members feel comfortable voicing dissenting opinions. (1–5)
- I provide resources and support for innovation initiatives. (1–5)
- Failure is viewed as a learning opportunity rather than a cause for blame. (1–5)
- I create a safe space for team members to take risks. (1–5)

## SECTION III: EMOTIONAL REGULATION UNDER STRESS

Consider the following scenario-based prompts:

**Scenario 1:** A critical system outage occurs during a major product launch. How do you react? What steps do you take to address the situation?

**Scenario 2:** A key team member resigns unexpectedly, impacting a critical project. How do you handle the disruption? What measures do you implement to mitigate the impact?

**Scenario 3:** You receive negative feedback from a senior executive regarding your team's performance. How do you respond? What actions do you take based on the feedback?

## CONSCIOUS LEADERSHIP HIERARCHY

A summary of the levels is provided below:

**Level 1: Victim** - Blames others, avoids responsibility.

**Level 2: Reactor** - Reacts impulsively, driven by emotions.

**Level 3: Manager** - Controls and directs, focuses on efficiency.

**Level 4: Leader** - Inspires and empowers, builds relationships.

**Level 5: Visionary** - Creates a compelling future, drives innovation.

**Level 6: Catalyst** - Transforms the system, creates lasting impact.

## SCORING INTERPRETATION GUIDE

**Reactive:** Primarily operating at Levels 1 & 2. Characterized by blame, reactivity, and a lack of ownership.

**Responsible:** Operating primarily at Level 3. Focused on management, control, and efficiency. May lack the ability to inspire and empower.

**Conscious:** Operating primarily at Level 4. Inspires and empowers teams, builds strong relationships, and fosters a culture of ownership.

**Catalyst:** Operating primarily at Levels 5 & 6. Creates a compelling vision, drives innovation, and transforms the system to achieve lasting impact.

## EXECUTIVE REFLECTION

Based on your assessment, consider the following:

- What are my key strengths as a technology leader?
- What are my areas for development?
- What steps can I take to move towards a more Conscious Leadership approach?
- How can I better support my team's growth and development?
- How do I want my leadership to impact the organization?

## CLOSING

*“The best executive is the one who has sense enough to pick good [people] to do what [they] want done, and self-restraint enough to keep from meddling with them while they do it.”*

— Theodore Roosevelt

By cultivating *Ownership & Accountability*, fostering *Innovation & Psychological Safety*, and mastering *Emotional Regulation*, technology leaders can unlock their full potential and drive transformative results for their organizations.