



The Promotion Readiness Diagnostic

A BEHAVIORAL SNAPSHOT FOR HIGH PERFORMERS

If you've ever wondered, "What am I missing?" — this diagnostic is designed to help you answer that question.

High performers often assume that strong results alone lead to promotion. In reality, advancement decisions are heavily influenced by behavioral signals — especially under pressure.

This diagnostic will help you identify which of the five promotion-readiness composites may be accelerating — or quietly stalling — your advancement.

By the end, you will have a structured snapshot of your strengths, your potential derailers, and a clearer understanding of where to focus to prepare for your next-level opportunity.

How This Works

This diagnostic consists of statements organized into five behavioral composites that strongly influence promotion decisions.

You will:

1. Rate yourself across each composite.
2. Calculate a composite score.
3. Use the scoring guide to interpret whether your behaviors are Balanced, Underutilized or Overutilized.
4. Identify which composite may be creating a gap between performance and promotion readiness.

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How This Works, Continued

Your scores will not label you as “good” or “bad.”

They will help you pinpoint where your behavioral signals may not be aligned with next-level leadership expectations.

Rating Scale:

- **1:** Rarely exhibits this behavior
- **2:** Occasionally exhibits this behavior
- **3:** Sometimes exhibits this behavior
- **4:** Frequently exhibits this behavior
- **5:** Almost always exhibits this behavior

Instructions: Rate each statement honestly based on your typical behavior. There are no right or wrong answers; this is a tool for self-reflection and development - rate yourself on a typical day, not your best day.

After scoring each composite, you will total your points and use the interpretation guide to determine whether this area is accelerating or stalling your promotion readiness.

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Self-Perception

Self-Perception influences executive presence and internal confidence. Rate the following statements:

1. I recognize my strengths without minimizing them.
2. I pursue meaningful goals, not just external validation.
3. I can accurately name what I'm feeling in high-stakes situations.
4. I do not let insecurity drive my professional decisions.
5. I project grounded confidence.

Scoring: Sum the ratings for the 5 statements.

Interpretation:

- **20-25:** High Engagement
 - Strong ambition and confidence
 - Watch for blind spots or overconfidence
- **12-19:** Balanced Engagement
 - Grounded confidence
 - Clear internal stability
- **5-11:** Low Engagement
 - You may under-position yourself
 - Others may not see you as leadership ready

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Self-Expression

Self-Expression determines whether leadership sees you as ready for broader authority. Rate the following statements:

1. I clearly communicate what I want in my career.
2. I advocate for my ideas even when others disagree.
3. I do not wait to be invited into conversations.
4. I speak directly rather than hinting.
5. I operate with autonomy without alienating others.

Scoring: Sum the ratings for the 5 statements.

Interpretation:

- **20-25:** High Engagement
 - Strong presence
 - Watch for being perceived as aggressive or dismissive
- **12-19:** Balanced Engagement
 - Clear voice without dominance
- **5-11:** Low Engagement
 - You may be promotion ready - but invisible
 - Leaders may not know your ambition

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Interpersonal

Promotion is relational. Leaders are promoted based on trust. Rate the following statements:

1. I consider how decisions impact others.
2. Colleagues trust me with sensitive issues.
3. I understand political dynamics without being manipulative
4. I build relationships beyond my immediate team.
5. I contribute to team success, not just personal performance.

Scoring: Sum the ratings for the 5 statements.

Interpretation:

- **20-25:** High Engagement
 - Strong relational capacity
 - Watch for over-accommodating or conflict avoidance
- **12-19:** Balanced Engagement
 - Trusted collaborator
 - Seen as steady
- **5-11:** Low Engagement
 - You may be seen as technically strong but not leadership-ready

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Decision Making

How you make decisions heavily influences whether others perceive you as strategic. Rate the following statements:

1. I evaluate facts before reacting.
2. I stay composed when challenged.
3. I can separate perception from reality.
4. I think beyond the immediate task.
5. I make thoughtful, not emotional decisions.

Scoring: Sum the ratings for the 5 statements.

Interpretation:

- **20-25:** High Engagement
 - Strong control and discipline
 - Watch for rigidity or over-analysis
- **12-19:** Balanced Engagement
 - Seen as measured and strategic
- **5-11:** Low Engagement
 - May appear reactive or short-term focused

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Stress Management

How you manage stress strongly influences whether others see you as ready for greater responsibility. Rate the following statements:

1. I remain steady during uncertainty.
2. I adapt when plans change.
3. I recover quickly from setbacks.
4. I maintain perspective during high stress.
5. My stress is not visible in destructive ways.

Scoring: Sum the ratings for the 5 statements.

Interpretation:

- **20-25:** High Engagement
 - Strong endurance
 - Watch for unrealistic optimism or ignoring warning signs
- **12-19:** Balanced Engagement
 - Stable, adaptable under pressure
- **5-11:** Low Engagement
 - Burnout risk
 - Emotional volatility may be visible

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How To Interpret Patterns

Your lowest composite is often your primary promotion risk zone. Your highest composite, if extreme, may indicate an overuse pattern that needs calibration. Both underuse and overuse can stall advancement. Promotion readiness requires calibration — not intensity.

If your highest composite is significantly higher than the others:

- Self-Perception – You may project overconfidence, dismiss feedback, or appear less open to growth.
- Self-Expression – You may come across as overly assertive, dominating conversations, or pushing agendas too forcefully.
- Interpersonal – You may over-accommodate, avoid necessary conflict, or struggle to set firm boundaries.
- Decision Making – You may appear rigid, overly controlled, or slow to act due to over-analysis.
- Stress Management – You may minimize risk, dismiss concerns, or appear disconnected from urgency.

If your lowest composite is significantly lower than the others:

- Self-Perception – You may project hesitation, second-guess your judgment, or struggle to convey grounded executive presence.
- Self-Expression – You may under-advocate for yourself, hold back ideas, or fail to clearly communicate readiness for greater responsibility.
- Interpersonal – You may be perceived as transactional, overly task-focused, or not yet trusted with broader relational influence.
- Decision Making – You may appear reactive, short-term focused, or hesitant in complex situations.
- Stress Management – You may struggle to maintain visible steadiness under pressure, causing others to question your resilience at the next level.

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What This Means & Next Steps

Promotion is a perception decision.

Promotion readiness is rarely about working harder. It's about aligning your behavioral signals with leadership expectations — especially in moments of pressure, visibility, and influence.

Strong performance earns credibility.

Promotion requires calibration.

The goal is not to lower your highest score or inflate your lowest. The goal is alignment — ensuring that how you show up is interpreted as next-level leadership capacity.

Underuse can create invisibility.

Overuse can create friction.

Both can stall advancement.

When your composites are balanced and intentional, your performance translates into promotion readiness.

If you would like help interpreting your composite pattern and building a focused 60-day readiness strategy, we are here to help.



This diagnostic is designed as a self-reflection tool to increase awareness of behavioral patterns that may influence promotion readiness. It is not a formal assessment, guarantee of advancement, or substitute for professional evaluation.

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