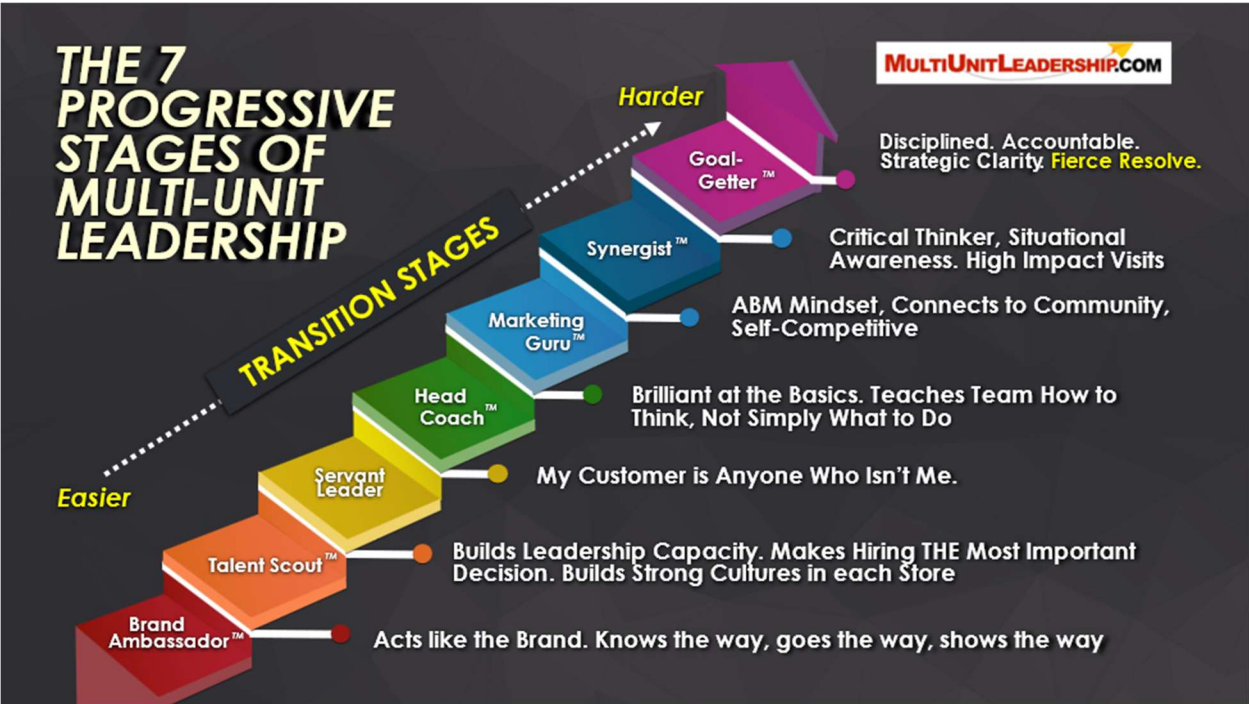


Multiunit Leadership Self-Assessment

Copyright 2025 Sullivision LLC

Prior to reading our bestselling book (over 275,000 copies sold worldwide) *Multiunit Leadership*, we suggest you begin by first assessing your current leadership strengths & challenge areas. No one will see this assessment but you, so the more honest you are in your assessment the more effective the feedback will be. Multiunit Leaders know that the first person they lead are themselves.

Focus and preparation are critical skillsets for Multiunit Leaders; since you don't really know on which day success will occur, you have to be ready each and every day. If you are moving up from managing a single restaurant, store, salon or unit to managing multiple stores, this pre-assessment will help you shore up your strengths and minimize your weaknesses.



This self-assessment aligns with the seven leadership development stages (*Brand Ambassador, Talent Scout, Servant Leader, Head Coach, Marketing Guru, Synergist and Goal-Getter*) that are highlighted in our book and make up the rungs of the Multiunit Leadership Ladder.

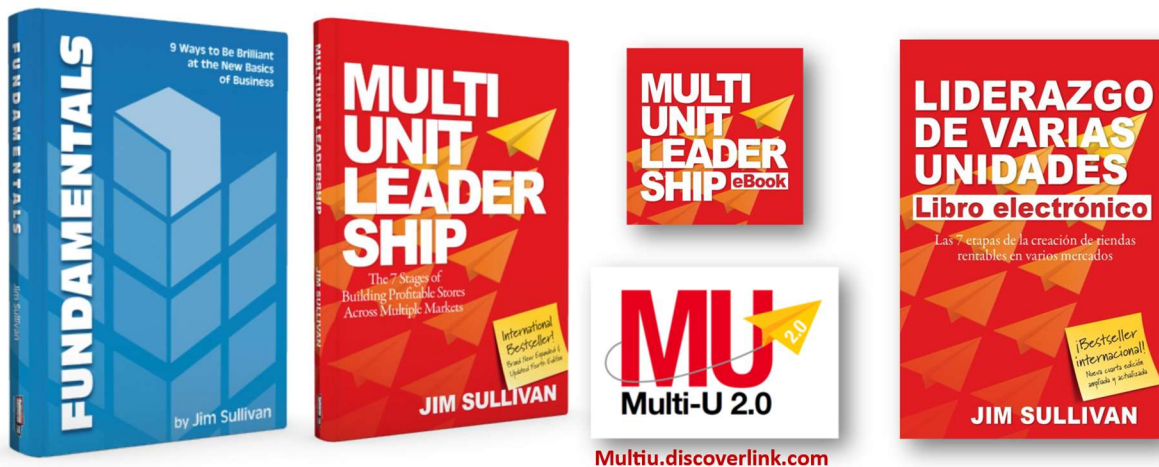
Each leadership developmental stage is sequential, but fluid. Each progressive rung is a bit more challenging to master than the previous one. And since all leadership is situational, the best Multiunit Leaders do their best to master the key competencies of each stage and then apply the relevant expertise to the situation at hand or the people being led.

To gauge your leadership expertise, read the statements under each of the seven stage's self-assessments that are listed below. *Rank yourself on a scale of 1-5, with 5 being highest, 1 being lowest.*

Information is good, but transformation is better. The more time you invest assessing your current skillsets and identifying what you need to get better at, the quicker you'll jumpstart your growth, impact your organization, and grow your career. Actions do indeed speak louder than words; your company doesn't pay you for what you know, they pay you for *what you do with what you know*.

And if you haven't done so yet, download the free Multiunit Leadership Book Discussion Guide from the *MultiunitLeadership.com* website to chart your progress. The Multiunit Leadership book is available at Amazon in print, ebook, audiobook and Spanish formats. Click [here](#) to learn more.

Multiunit Leadership is about making people better as a result of your presence and making sure that impact lasts in your absence



Book—Audiobook--Ebook—English/Spanish—Elearning Course



Stage 1: Brand Ambassador™

“Knows the way, shows the way, goes the way.”

- ✓ Breathes What They Do
- ✓ The Company Is Clearly Reflected In Who They Are & How They Act
- ✓ Holds the Leadership High Ground
- ✓ Brings Energy (doesn't take it away)
- ✓ Trustworthy, Disciplined, Accountable
- ✓ Self-Competitive
- ✓ Habitually Consistent in Action and Communication



Brand Ambassador™ Self-assessment:

Review the list of defining Brand Ambassador competencies below. Assess your personal strengths and challenges relative to each competency in the box to the right.

Review the boxes again after reading the *Multiunit Leadership* book. Did you progress?

Brand Ambassador Competency	How I Rank Myself (1-5)
I am a standard bearer that models the way daily	
I am authentic and disciplined as a Leader	
I consistently bring energy to my team	
I am habitually consistent in hiring, training, onboarding	
My team has a clear grasp of the company's non-negotiables	
I am fair and equitable in how I assess performance and behavior	
My behavior, actions and words are aligned with company culture	
I clearly communicate and emphasize our monthly/daily goals	
I set my team in motion daily by spreading energy	
I routinely meet or exceed our performance & profitability goals	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

45-50: Excellent

40-44: Very good, some opportunity to improve

30-39: Not bad, but note which competencies were weakest and focus on improving those skills

20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact by improving

1-19: Don't be discouraged. New Multiunit Leaders score lower in these skillsets when first starting out.

Stage 2: Talent Scout™

“Stop ‘managing’ people. Get better people.”

- ✓ Constantly Expands Leadership Capacity
- ✓ Makes Hiring THE Most Important Decision
- ✓ Puts Their Aces in Their Places
- ✓ Recruits To Cultural Fit, Talent Gaps & Knowledge Gaps
- ✓ Hires TOUGH, Manages Easy
- ✓ Has a Specific “Stay” Strategy for Team Members
- ✓ Builds Their Own Replacement



Talent Scout™ Self-assessment:

Review the list of defining Talent Scout competencies below. Assess your personal strengths and challenges relative to each competency in the box to the right. Review the boxes again after reading the *Multiunit Leadership* book. Did you progress?

Talent Scout Competency	How I Rank Myself (1-5)
I currently have a strong bench of talent	
I know my team’s specific talent gaps and knowledge gaps	
I routinely prune our “deadwood”	
I have a clear talent strategy for the next 12 months	
I know how our “heroes” and “zeroes” behave	
I hire s-l-o-w, fire fast	
I know our current team member turnover (churn) rate	
I continuously improve our hiring process	
I have effective programs in place for retaining good people	
I can detail how my team acts at their very best	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

45-50: Excellent

40-44: Very good, some opportunity to improve

30-39: Not bad, but note which competencies were weakest and focus on improving those skills

20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-19: Don’t be discouraged. New Multiunit Leaders score lower in these skillsets when first starting out.

Stage 3: Servant Leader

“My customer is anyone who isn’t me.”

- ✓ Creates a Culture of Kindness
- ✓ Minimizes Task Saturation
- ✓ Uniformly Applies The Right Systems, Tools And Measures
- ✓ Fosters Collaboration/Embraces Change
- ✓ Inspires a Shared Vision/Preaches What They Practice
- ✓ Creates a strong Culture that makes the Team Member Experience Transformational, not Transactional



Servant Leader Self-assessment:

You can tell how impactful your leadership is by how your people act when you’re *not* in the store. If they reflect your character, integrity, passion and focus on their behavior, then you embody the essence of Servant Leadership. Review the list of core Servant Leader competencies below. Assess your personal strengths and challenges. Review the boxes again after reading the *Multiunit Leadership* book. Did you progress?

Servant Leader Competency	How I Rank Myself (1-5)
I routinely show appreciation daily to my team members	
I help my team collaborate and grow	
I am an Expert Listener	
My team has the “Excellence Reflex”	
I’m an above-average Communicator	
I routinely break down Big Goals into Smaller Ones	
All of my stores have strong cultures that reflect the brand	
I can admit I’m wrong	
I am able to learn from my mistakes	
I routinely identify, solicit, and share best practices	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

45-50: Excellent

40-44: Very good, some opportunity to improve

30-39: Not bad, but note which competencies were weakest and focus on improving those skills

20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-19: Don’t be discouraged. New Multiunit Leaders often score lower in these skillsets initially

Stage 4: Head Coach™

“The more you spend on training the less you spend on advertising.”



- ✓ Communicates Clearly and Often
- ✓ Is Brilliant at the Basics (works on the *Fundamentals* daily)
- ✓ Teaches Managers How to Think as well as What To Do
- ✓ Shares Knowledge & Innovation Across Teams
- ✓ Gains Insight From Mistakes
- ✓ Makes Tacit Knowledge Explicit
- ✓ Knows That The SHIFT is Where The Game is Played
- ✓ Doesn't "Do For," Helps With

Head Coach™ Self-assessment:

Review the list below. Assess your personal strengths and challenges relative to each listed competency in the box to the right. Review the boxes again after reading the Multiunit Leadership book. Did you progress?

Head Coach Competency	How I rank Myself (1-5)
I teach everyone on my team something new each day	
I identify and emphasize the big priorities daily	
I know how to “Multiply Yourself Through Other People”	
I am an excellent teacher and trainer	
I make sure my team has visible scoreboards for all performance goals	
I emphasize <i>why</i> we do what we do before what & how to do it	
I consistently collect and share best practices	
I stay focused on what’s important not just what’s urgent	
I make pre-shift meetings mandatory not optional	
I routinely attend pre-shift meetings to show they’re important	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

45-50: Excellent

40-44: Very good, some opportunity to improve

30-39: Not bad, but note which competencies were weakest and focus on improving those skills

20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-19: Don’t be discouraged. New Multiunit Leaders score lower in these skillsets initially

Stage 5: Marketing Guru™

“Marketing is a philosophy, not a department”



- ✓ Goal: Every Customer Leaves Happy
- ✓ ABM (Always Be Marketing) Mindset
- ✓ Self-Competitive
- ✓ Adept at Preventive Marketing, External Marketing and Internal Marketing
- ✓ Connects their Stores to the Community
- ✓ Watches the Fringe Competitors for new ideas
- ✓ Knows that to *be* the Best, you have to *beat* the Best

Marketing Guru™ Self-assessment:

Review the list of core Marketing Guru competencies below. Assess your personal strengths and challenges relative to each competency in the box to the right.

Review the boxes again after reading the *Multiunit Leadership* book. Did you progress?

Marketing Guru Competency	How I Rank Myself (1-5)
I help my stores connect with the community	
I emphasize that better service is the best internal marketing tool	
I think of marketing as a philosophy, not a ‘department’	
I explain and detail all current marketing and ad campaigns	
I have an ABM (Always Be Marketing) mindset	
I know our marketing objectives and know the gap between our goals and the current performance	
I ask: “If I was the competition, how would I put me out of business in my store or market?”	
I have consistently profitable operations	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

35-40: Excellent

30-34: Very good, some opportunity to improve

30-34: Not bad, but note which competencies were weakest and focus on improving those skills

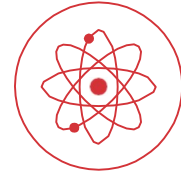
20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-19: Don’t be discouraged. New Multiunit Leaders score lower in these skillsets initially

Stage 6: Synergist™

“Multiunit Leadership is a thinking—not a ‘doing’—job.”

- ✓ Gets the “Big Rocks” In Place First
- ✓ Aligns All Quarterly Goals into Shift Execution
- ✓ Plans and Delivers HIGH IMPACT Unit Visits
- ✓ Assesses PROCESS & Defines Root Causes v. Symptoms
- ✓ Takes Control of What Takes Their Time and Attention
- ✓ Minimizes Data Onslaught
- ✓ Keeps Teams Focused, Aligned, & Learning
- ✓ Pursues the Bright Spots (spots innovation)
- ✓ Never Gets Bored With The Basics



Synergist™ Self-Assessment:

Review the list of core Synergist competencies below. Assess your personal strengths and challenges relative to each competency in the box to the right. Review the boxes again after reading the Multiunit Leadership book. Did you progress?

Synergist Competency	How I Rank Myself (1-5)
I know how to prepare and execute High Impact Store Visits	
I teach managers daily how to maximize performance every Shift	
I can create detailed Quarterly Business Plans for my stores	
I connect Quarterly Business Plans to Period Goals & Shift Execution	
I teach my teams <i>how to think</i> not just tell them what to do	
I know why my team fails to follow systems or processes	
I routinely meet or exceed financial & people development goals	
I know what to do when a team is unprepared for my visit	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

35-40: Excellent

30-34: Very good, some opportunity to improve

20-29: Not bad, but note which competencies were weakest and focus on improving those skills

10-19: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-9: Don't be discouraged. New Multiunit Leaders score lower in these skillsets initially

Stage 7: Goal-Getter™

“Well done is better than well said”

- ✓ Passion and Persistence: In It To Win It
- ✓ Has a Bias For Action
- ✓ Knows School Is Never Out for The Pro
- ✓ Breaks the BIG Things Into Smaller Things
- ✓ Focused On What’s Important Not Just What’s Urgent
- ✓ Challenges the Process to Make It Better
- ✓ Executes: Makes ONE THING Better Each Week
- ✓ Accountable for Results/ Makes the Company Money



Goal-Getter™ Self-assessment:

If you want to achieve excellence, you can get there today. As of this second, quit doing less-than-excellent work. The first 99.9% is the determination to do it and not to compromise, no matter what sort of roadblocks those around you put up. —Tom Peters

Review the list of core Goal Getter competencies below. Assess your personal strengths and challenges relative to each competency in the box to the right. Review the boxes again after reading the *Multiunit Leadership* book. Did you progress?

Goal-Getter Competency	How I Rank Myself (1-5)
I play to win instead of playing not to lose	
I break down bigger monthly goals into daily goals for my team that will achieve incremental gains & progress toward the monthly goal	
I proactively assess what the competition is doing	
I stay focused on the Big Rocks goals and minimize distractions	
I know the main reasons why my team fails to be at their best	
I share progress & recognition on goals daily with my team members	
I know how to best influence my team and how to increase that influence	
I keep track of what I spend my time on and eliminate the time-wasters	
I understand that I only need to be improving, not “perfect”	
I meet or exceed my profitability and performance goals	

Total your self-assessment scores (1-5) for this competency. Scoring Rank:

45-50: Excellent

40-44: Very good, some opportunity to improve

30-39: Not bad, but note which competencies were weakest and focus on improving those skills

20-29: Review your weaker skillsets and prioritize which ones would have the greatest impact if improved

1-19: Don’t be discouraged. New Multiunit Leaders score lower in these skillsets initially