

HOW TRANSPARENT ARE YOU?

" Transparent leaders create an environment of trust and credibility that invites employees to be committed to the company mission and vision. "

In the book, *The Transparency Edge*, authors Barbara Pagano, and Elizabeth Pagano Maguire outline the nine behaviors of credibility that set the great leaders apart from the outstanding leaders. And as you will see, transparency is much more than being honest although it is the first on the list. This self-assessment is based on the research in *The Transparency Edge*.

Using this rating scale below, rate each statement from the point of view of those you work with, how would they rate you?

1. Rarely 2. Intermittently 3. Often 4. Consistently

COMMUNICATION	1	2	3	4
1. Consistently tells the truth and promotes truth telling throughout the organization				
2. Shares bad news with compassion, care, and respect				
3. Uses language that is supportive, respectful, and adds value				

EGO	1	2	3	4
4. Reveals their personal side, values, and background to others				
5. Admits mistakes quickly and sincerely				
6. Seeks feedback by asking others				

ACTIONS	1	2	3	4
7. Is dependable and reliable by honoring their commitments				
8. Displays composure during interactions that can be emotional and stressful				
9. Shows care of others through recognizing, developing, and understanding them				

Directions for Self--Assessment:

Add up your score. **If you have a score of 36-32**, you believe that others view you as highly transparent. With a high score, you have the understanding and can demonstrate the importance of being transparent to others. **A score of 31-25** shows a need to develop and implement a plan to improve. **And if your score is less than 25**, your credibility is at risk.



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