TrueStep HR

HR advisory, assessments, and operating tools.

Manager Readiness Assessment

Your personal report and 90 day plan

YOUR RESULT ACROSS ALL AREAS

Developing 2.5 of 4

Foundational	**Developing**	Established	Strong

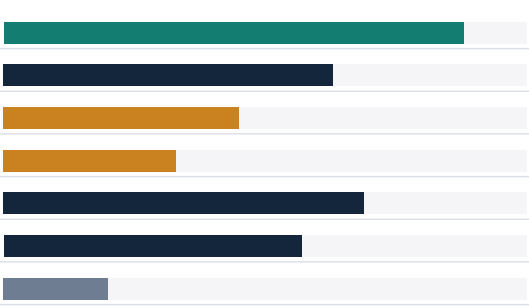
Your result is based on 35 written situations, five in each of seven areas. Use it to choose what to practice, not to judge job performance.

PREPARED

November 11, 2026 | Team: Pine Valley Operations (separate fictional example)

> **This report belongs to you.**
>
> This PDF was built on your device, and TrueStep HR does not keep a copy. In a Private group, the people who manage your team can receive a combined report after responses close, with at least 3 responses.

YOUR SEVEN AREAS AT A GLANCE



Leadership mindset	3.6 of 4	Strong
Communication and direction	2.8 of 4	Established
Coaching and development	2.2 of 4	Developing
Feedback and accountability	1.8 of 4	Developing
Delegation	3.0 of 4	Established
Time and priorities	2.6 of 4	Established
Team trust and conflict	1.4 of 4	Foundational

How to read this report

This report summarizes your choices and suggests practices to try at work.

The four stages

Foundational	Your area average is below 1.6. Choose one practice to begin with.
Developing	Your area average is 1.6 to below 2.6. Choose an approach to practice.
Established	Your area average is 2.6 to below 3.5. Test these choices in tougher situations.
Strong	Your area average is 3.5 or higher. Reflect on how these choices work in practice.

Your seven areas at a glance

Leadership mindset	3.6 of 4	Strong
Communication and direction	2.8 of 4	Established
Coaching and development	2.2 of 4	Developing
Feedback and accountability	1.8 of 4	Developing
Delegation	3.0 of 4	Established
Time and priorities	2.6 of 4	Established
Team trust and conflict	1.4 of 4	Foundational

Use this report in three steps

1. Start with the next page to see your highest scoring areas and two practice examples.
2. Choose the first step for each example and put it on your calendar this week.
3. Review your 90 day plan after 30, 60 and 90 days, alone or with your manager.

Ways to use it

On your own.	Work through the first step for each example and review your plan at 30, 60 and 90 days.
With your manager.	Page 9 has a 20 minute conversation and two questions to bring. Sharing is your choice.
With a colleague.	Exchange result codes to download a two page comparison and a 30 minute conversation guide. Your code is on page 10.

Your highest scoring areas, and where to start

Your highest scoring areas

Leadership mindset Strong

Your answers point toward team results, clear standards and time for your people.

An approach to keep practicing: Own team results, use fair standards and make room for your team.

Delegation Established

Your answers point toward clear outcomes, appropriate authority and room for people to work.

An approach to keep practicing: Match work to ability, give clear authority and keep ownership with the employee.

Two practice examples

These examples come from the lower scores in your answers. They offer a practical place to start.

Team trust and conflict Foundational

EXAMPLE 1

Choose one tension worth addressing. Hear each person privately, then agree on a way to work together.

First step: Pick a tension that is affecting the work. Hear the people involved separately, then agree on a fair next step.

Feedback and accountability Developing

EXAMPLE 2

Pick one concern to address. Explain what you saw, agree on what should change and set a check in date.

First step: Choose one concern that needs a conversation. Write down what you observed and what needs to change. Arrange a private conversation within five working days.

Using this page

Choose a day this week for each first step. The following pages cover all seven areas and a 90 day plan you can complete.

Before you start

Which situation matters most to my team right now?

What would make this practice difficult, and what can I change?

Who will be able to tell me whether it is working?

Your seven areas

Leadership mindset Strong

3.6 of 4

Moving from doing the work yourself to helping the team deliver.

WHAT YOUR ANSWERS SUGGEST

Your choices scored in the Strong range for leading through the team. Test the same choices when priorities compete.

FIRST STEP THIS WEEK

Write the three results your team owns this quarter. Choose one responsibility a team member can take on. Agree on the result, support and decision limits before handing it over this week.

PRACTICE FOR 30 DAYS

Each Friday, name one decision made for the team and one you would approach differently. Look for patterns after four weeks.

WHAT TO LOOK FOR

Look for people raising issues sooner, taking responsibility for decisions and using agreed expectations.

WHAT COULD SLOW YOU DOWN

It is tempting to keep the work you know best. Notice when that leaves less time to lead.

A QUESTION FOR YOUR MANAGER

Which team result should I take clearer responsibility for next quarter?

Communication and direction Established

2.8 of 4

Helping employees understand priorities and what good work looks like.

WHAT YOUR ANSWERS SUGGEST

Your answers favor clear expectations. Use the same approach on a task involving several people.

FIRST STEP THIS WEEK

Choose the most important assignment on your team. Write the result, deadline and reason in three sentences. Ask one person to describe the plan back to you.

PRACTICE FOR 30 DAYS

End assignments by checking what will be delivered and when. Confirm important decisions in writing the same day.

WHAT TO LOOK FOR

Check whether employees can describe the priorities and expected result without needing further explanation.

WHAT COULD SLOW YOU DOWN

A clear plan in your head may still need a second explanation. Ask how the other person understood it.

A QUESTION FOR YOUR MANAGER

Where would clearer direction have helped my team last month?

Coaching and development Developing 2.2 of 4

Helping your team learn, solve problems, and grow.

A PLACE TO START

End your next one on one by asking what the employee will try before you meet again.

FIRST STEP THIS WEEK

In your next one on one, ask an employee for their approach to a problem before offering yours. Note what changed in the conversation.

PRACTICE FOR 30 DAYS

Schedule a one on one with each direct report every two weeks, using a length that fits the work and team size. Discuss one specific development point during the month.

WHAT TO LOOK FOR

Notice whether employees bring possible solutions, ask different questions or seek more responsibility.

WHAT COULD SLOW YOU DOWN

Giving the answer may feel faster. A good question can help someone solve the next problem themselves.

A QUESTION FOR YOUR MANAGER

Who could benefit from another development opportunity, and what support would help them try it?

Feedback and accountability Developing EXAMPLE 2 1.8 of 4

Addressing issues early and fairly, and documenting what matters.

A PLACE TO START

After your next feedback conversation, agree on a date to review what has changed.

FIRST STEP THIS WEEK

Choose one concern that needs a conversation. Write down what you observed and what needs to change. Arrange a private conversation within five working days.

PRACTICE FOR 30 DAYS

Aim to raise ordinary concerns within two working days. Keep a dated note when an important conversation calls for one.

WHAT TO LOOK FOR

Look for concerns being raised in time to act, clear next steps and notes that help you follow up.

WHAT COULD SLOW YOU DOWN

Waiting for the perfect moment can make a conversation harder. Pick a respectful time and address it.

A QUESTION FOR YOUR MANAGER

Is there a concern I should be addressing sooner with my team?

Delegation Established

3.0 of 4

Giving people responsibility for work and the authority to make decisions and follow through.

WHAT YOUR ANSWERS SUGGEST

Your answers favor giving responsibility with clear authority. Try that approach on an important task.

FIRST STEP THIS WEEK

Look at last week and pick two tasks a team member could own. Hand one over with the outcome, deadline and authority clearly agreed.

WHAT TO LOOK FOR

Check whether ownership stays clear, decisions follow the agreed limits and your calendar has room for management work.

PRACTICE FOR 30 DAYS

When someone brings back delegated work, ask what they recommend. Agree on check in points before the work begins.

WHAT COULD SLOW YOU DOWN

The first handoff can take time. Clear expectations make the next one easier.

A QUESTION FOR YOUR MANAGER

What am I still doing myself that you would expect someone in my role to have handed off?

Time and priorities Established

2.6 of 4

Setting priorities and helping the team stay focused.

WHAT YOUR ANSWERS SUGGEST

Your answers favor naming tradeoffs and protecting priority work. Use that approach when urgent requests compete.

FIRST STEP THIS WEEK

Before your next workweek, write its two most important outcomes. Reserve time for both on your calendar.

WHAT TO LOOK FOR

Your important outcomes get attention and the team hears about changing priorities before deadlines move.

PRACTICE FOR 30 DAYS

When a request comes in, explain what would need to move before accepting it. On Friday, review the tradeoffs.

WHAT COULD SLOW YOU DOWN

Immediate requests are easy to see. Give planned work a place on the calendar too.

A QUESTION FOR YOUR MANAGER

When another request arrives from above, how do you want me to raise the tradeoff with you?

Team trust and conflict

Foundational EXAMPLE 1

1.4 of 4

Building trust and dealing with friction early.

A PLACE TO START

When two people disagree, begin by asking what each person needs to move the work forward.

FIRST STEP THIS WEEK

Pick a tension that is affecting the work. Hear the people involved separately, then agree on a fair next step.

PRACTICE FOR 30 DAYS

Before a team decision, ask whether anyone sees a concern or another approach. Thank people for speaking candidly.

WHAT TO LOOK FOR

People bring up concerns earlier, work through differences directly and share important problems sooner.

WHAT COULD SLOW YOU DOWN

Some disagreements resolve on their own, but recurring friction deserves a conversation.

A QUESTION FOR YOUR MANAGER

Where do you see friction between my team and others, and what would help us work better together?

Your 90 day plan

Each example has a step for days 1 to 30, 31 to 60 and 61 to 90. Write your commitments on a printed copy or in your own notes. Keep them short enough to revisit.

Example 1: Team trust and conflict

Days 1 to 30

FIRST STEP

Pick a tension that is affecting the work. Hear the people involved separately, then agree on a fair next step.

PRACTICE FOR 30 DAYS

Before a team decision, ask whether anyone sees a concern or another approach. Thank people for speaking candidly.

Days 31 to 60

Ask the team how the last disagreement was handled. Agree on one change to how concerns are raised before decisions.

Days 61 to 90

Ask your manager this question: Where do you see friction between my team and others, and what would help us work better together? Decide whether to keep practicing this action or turn to another area.

Example 2: Feedback and accountability

Days 1 to 30	FIRST STEP Choose one concern that needs a conversation. Write down what you observed and what needs to change. Arrange a private conversation within five working days. PRACTICE FOR 30 DAYS Aim to raise ordinary concerns within two working days. Keep a dated note when an important conversation calls for one.
Days 31 to 60	Follow up on the conversation from your first month and ask the person what has changed. Raise one more concern within two working days of noticing it.
Days 61 to 90	Ask your manager this question: Is there a concern I should be addressing sooner with my team? Decide whether to keep practicing this action or turn to another area.

My commitments

Example 1, Team trust and conflict: what I will do first, and on what date

Who might notice a change, and what I will look for

Example 2, Feedback and accountability: what I will do first, and on what date

Who might notice a change, and what I will look for

Review dates: 30 days, 60 days, 90 days

If you choose to share this report

Sharing is your choice. In a Private group, the people who manage your team can receive a combined report after responses close, with at least 3 responses. If you want to discuss your report, use these questions to prepare.

A suggested 20 minute conversation

2 min	What scored highest.
8 min	My chosen practice and the first step.
5 min	What I need from you to make time and carry out the plan.
5 min	When we will look at this again.

Two questions to bring

Team trust and conflict

Where do you see friction between my team and others, and what would help us work better together?

Feedback and accountability

Is there a concern I should be addressing sooner with my team?

What we discussed

What I need, and what my manager agreed to

What we will review, and on what date

How your results were calculated

The answers you chose

You answered 35 management situations across seven areas. Each had four responses, scored from 1 to 4 and shown in a different order on screen.

Each area score is the average of your five answers in that area, from 1 to 4. Foundational is below 1.6, Developing begins at 1.6, Established at 2.6 and Strong at 3.5. The overall result averages all seven area scores. The stage uses the average before rounding it to one decimal for display.

The examples use the two lowest area scores. Equal scores follow a fixed order. Choose a situation that fits your work.

The full method note is at truestephr.com/t/method.

What the results can tell you

Your answers offer a starting point for practice. They do not measure actual job performance, and they do not compare you with other managers.

Your privacy

Your answers stayed on your device. Your seven area scores and the date were added to your team under a random ID and are kept until 12 months after the group closes. The people who manage the team see combined results only, once responses close with 3 or more responses.

Your result code: BPD9-4MHR-J53M. Enter it at truestephr.com/t#report to build this report again.

This PDF was created on your device on November 11, 2026. TrueStep HR does not keep a copy. Save your result code to open these scores and make a report on another device. Save this PDF to keep this version of your plan.

The seven areas

Leadership mindset	Moving from doing the work yourself to helping the team deliver.
Communication and direction	Helping employees understand priorities and what good work looks like.
Coaching and development	Helping your team learn, solve problems, and grow.
Feedback and accountability	Addressing issues early and fairly, and documenting what matters.
Delegation	Giving people responsibility for work and the authority to make decisions and follow through.
Time and priorities	Setting priorities and helping the team stay focused.
Team trust and conflict	Building trust and dealing with friction early.

Questions

Email support@truestephr.com. General HR information, not legal advice.