

## Care Like a Mouse, Chapter Three – Behavior Priorities, Table 3-1, Leader Behaviors Benchmark Worksheet

Behavior Priorities describe the values leaders and employees are expected to demonstrate. Use this worksheet to benchmark your, and/or your management team's, leadership behaviors against the Disney leader expectations. The results will help you identify behavioral weaknesses.

### Part One – Leader Style

Based on the Behavioral Priorities Profile information explained in Chapter Three, think about your, and/or your management team's, leading style from the three perspectives of Pal, Boss and Guide. If the number '10' represents the number of hours in a work day, estimate how much time is spent in Pal, Boss or Guide mode.

1. How many hours during an eight-hour day do you, and/or your management team, spend in Pal? \_\_\_\_\_

- Behaving like one of the employees?
- Cultivating employee friendships?
- Seeking to be well liked by your employees?

2. How many hours during an eight-hour day do you, and/or management team, spend in Boss? \_\_\_\_\_

- Taking control of every situation?
- Making employees fear you?
- Requiring that every decision be approved by you?

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3. How many hours during an eight-hour day do you, and/or your management team, spend in Guide? \_\_\_\_\_

- Sharing a vision and allowing employees the freedom to achieve it?
- Clearing away obstacles so your employees can do their jobs more effectively?
- Encouraging employees to make decisions without seeking your prior approval?

4. Are you satisfied with the number of hours spent in each approach? Yes: \_\_\_\_\_ No: \_\_\_\_\_

5. What actions can you take to move away from one approach and towards another?

Action One: \_\_\_\_\_

Action Two: \_\_\_\_\_

Action Three: \_\_\_\_\_

Action Four: \_\_\_\_\_

Action Five: \_\_\_\_\_

### Part Two – Leader Basics Self-Evaluation

Based on the Disney Leader Basics shared in Chapter Three, think about your, and/or your management team's, level of performance. Using a 'Ten to One' scale—with '10' representing the best possible and '1' representing the worst possible delivery for each behavior—rate your, and/or your management team's, effectiveness at demonstrating each behavior.

1. Positivity – I lead with a positive attitude and demonstrate commitment to employees.

\_\_\_\_\_ I foster a positive and safe work environment.

\_\_\_\_\_ I take sincere interest in employees and make them feel included and valued.

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\_\_\_\_\_ I treat employees with the same courtesy as we treat our guests.

\_\_\_\_\_ I actively listen to employees and quickly follow up on their issues.

\_\_\_\_\_ I motivate and engage employees through inspirational leadership and storytelling.

Your, and/or your management team's, total Positivity score is \_\_\_\_\_ (total of the above divided by '5').

2. Knowledge – I know and manage the operation and teach it to team members.

\_\_\_\_\_ I model and teach the Purpose and Priorities to employees.

\_\_\_\_\_ I know when to make decisions and when to empower employees.

\_\_\_\_\_ I transfer knowledge and skills to employees.

\_\_\_\_\_ I monitor, measure and make balanced financial decisions to ensure an efficient operation.

\_\_\_\_\_ I am available, visible and able to assist in the operation as needed.

\_\_\_\_\_ I remove barriers and identify improvements in the daily operation.

Your, and/or your management team's, total Knowledge score is \_\_\_\_\_ (total of the above divided by '6').

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3. Accountability – I recognize and hold cast members accountable for delivering the Disney Cast Basics.

\_\_\_\_\_ I reinforce how employees' actions make a difference for guests.

\_\_\_\_\_ I recognize and appreciate employees' improvement and good performance.

\_\_\_\_\_ I consistently and fairly communicate expectations and uphold standards.

\_\_\_\_\_ I explain the "whys" behind decisions to employees.

Your, and/or your management team's, total Accountability score is \_\_\_\_\_ (total of the above divided by '4').

Circle the behavior you, and/or your management team, needs to focus on.

Positivity      Knowledge      Accountability

List some action steps you can take to improve that score.

Observation: \_\_\_\_\_

Action Item: \_\_\_\_\_

Observation: \_\_\_\_\_

Action Item: \_\_\_\_\_

Observation: \_\_\_\_\_

Action Item: \_\_\_\_\_

Observation: \_\_\_\_\_

Action Item: \_\_\_\_\_