

The 3D Leadership Diagnostic

The 3D Leadership Diagnostic is designed to give you an honest picture of your organization's current health — where the architecture is strong, where it is under strain, and where intentional attention will produce the greatest return.

The assessment takes less than ten minutes to complete. It is most useful when answered honestly — not based on your best days or your aspirations for the organization, but based on what you actually observe in everyday organizational life.

Rate each statement on a scale of 1 to 5.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Complete all twenty statements before reviewing your scores.

Section 1 — Foundational Trust	1	2	3	4	5
1. Leaders in this organization communicate openly and honestly, even when the news is difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. People in this organization feel safe expressing disagreement or raising concerns without fear of negative consequences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Accountability in this organization is applied consistently — the same expectations apply to everyone regardless of position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. When decisions are made, leadership explains the reasoning rather than simply issuing directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I believe that leaders in this organization act with integrity, especially when under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 1 — Foundational Trust Score: _____ / 25

Section 2 — Directional Leadership	1	2	3	4	5
6. The organization's purpose and priorities are clear to me and to my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I understand how my daily work connects to the organization's larger mission and goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2 — Directional Leadership	1	2	3	4	5
8. When priorities shift, leadership communicates the change clearly and explains the reasoning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Teams across the organization are working toward aligned goals rather than competing priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Leadership behavior consistently reflects the organization's stated direction — what leaders do matches what they say.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section 2 — Directional Leadership Score: _____ / 25					

Section 3 — Developmental Culture	1	2	3	4	5
11. Collaboration across teams and departments occurs naturally, not just through formal processes or required meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. People in this organization feel genuinely valued — for both their contributions and their growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. New ideas are welcomed and considered seriously, regardless of where in the organization they originate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. When mistakes happen, the response focuses on learning and improvement rather than blame.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The energy and atmosphere of this organization on an ordinary day reflects genuine engagement rather than obligation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section 3 — Developmental Culture Score: _____ / 25					

Section 4 — Distributed Capability	1	2	3	4	5
16. Leaders in this organization actively develop others — coaching, mentoring, and creating growth opportunities are a regular part of how leadership operates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Employees at every level are encouraged to take initiative and make decisions within their areas of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4 — Distributed Capability	1	2	3	4	5
18. The organization would remain functional and forward-moving if one or two key leaders departed unexpectedly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Professional development and growth opportunities exist for people at all levels, not just senior leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. People in this organization think and act like owners — they care about the success of the whole, not just their individual role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section 4 — Distributed Capability Score: _____ / 25					

Scoring Summary

Transfer your scores from each section below.

Dimension	Score
Foundational Trust	_____ / 25
Directional Leadership	_____ / 25
Developmental Culture	_____ / 25
Distributed Capability	_____ / 25
Overall Score	_____ / 100

Understanding Your Dimension Scores

21–25 — This dimension is a current strength.

The architecture in this area is functioning well. Your task is to maintain it — and to notice whether it is compensating for weakness in another dimension.

15–20 — This dimension is developing.

There is real foundation here, but inconsistencies are present. People may experience this area differently depending on their role, their team, or how close they are to senior leadership. Deliberate attention will accelerate progress.

9–14 — This dimension needs attention.

The signals of strain are present and likely visible in the everyday life of the organization — in energy, in alignment, or in momentum. This dimension is placing pressure on the others. Targeted and intentional effort is needed.

5–8 — This dimension requires immediate focus.

The architecture in this area is significantly weakened. The effects are likely showing up in performance, retention, or engagement in ways that are difficult to ignore. This is the place to start.

Understanding Your Overall Score

80–100: Thriving

Your organization's architecture is strong. Trust is well-established, direction is clear, culture is healthy, and leadership capacity is distributed across the system. The work now is to protect what you have built and deepen it further.

60–79: Progressing

Your organization has real strengths to build on. Some dimensions are functioning well while others show signs of strain. The work now is to identify where the architecture needs strengthening and act with intention.

40–59: Unsettled

Something is off, and you likely already know it. One or more dimensions are significantly weakened and the effects are felt across the organization. The work now is to stop managing symptoms and start strengthening the architecture.

20–39: Rebuilding

The architecture of your organization needs significant attention. Rebuilding is not easy work, but it is possible. The work now is to commit to the long work of rebuilding trust, clarity, and capability from the foundation up.

A Note on Using These Results

No single diagnostic captures the full complexity of an organizational system. These results are a starting point. The most useful next step is to look carefully at the pattern across dimensions rather than react to the overall score.

If you would like support interpreting your results or strengthening your organization's architecture, **3D Leadership Consulting & Coaching** works with organizations at every stage.

The architecture can always be strengthened. The work begins with an honest look at where you are.

3DLeadershipCoaching.com | scott@3DLeadershipCoaching.com