

Executive Communication & Presence Self-Assessment



This self-assessment is designed for ambitious professionals, managers and leaders who want to communicate with greater clarity, credibility, composure and influence.

It is not a personality test. It is a practical diagnostic. It helps you identify how effectively you prepare, structure, speak, listen, challenge, summarise, influence, build trust and create impact through professional communication.

Rate yourself on each statement from:

1 = Rarely / Not yet demonstrated

2 = Occasionally / Inconsistently

3 = Sometimes / Adequate but uneven

4 = Often / Strong and reliable

5 = Consistently / A recognised strength

For each domain, add your score out of 20.

1. Communication Purpose and Outcome Orientation

This domain assesses whether you communicate with clear intent rather than simply passing on information.

Statement	1	2	3	4	5
Before important conversations, I am clear about the outcome I want to create.	☐	☐	☐	☐	☐
I distinguish between informing, influencing, aligning, challenging, deciding and escalating.	☐	☐	☐	☐	☐
I adapt my communication depending on what the situation requires, not just what I want to say.	☐	☐	☐	☐	☐
I can explain what I want people to understand, remember, repeat or do after I speak.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I communicate with a clear intended effect, or do I often rely on explanation and hope it lands?

2. Audience, Context and Stakeholder Awareness

This domain assesses whether you understand the room before trying to influence it.

Statement	1	2	3	4	5
I think carefully about what my audience already knows, cares about and is worried about.	☐	☐	☐	☐	☐
I anticipate likely resistance, confusion or misinterpretation before I communicate.	☐	☐	☐	☐	☐
I adapt my level of detail depending on seniority, function, urgency and decision context.	☐	☐	☐	☐	☐
I understand the political, relational and organisational context behind important conversations.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I prepare for the people in the conversation, or only for the content?

3. Message Clarity and Priority

This domain assesses whether you can get to the point clearly without sounding abrupt, simplistic or underprepared.

Statement	1	2	3	4	5
I can state the main point of my message clearly in the first few sentences.	☐	☐	☐	☐	☐
I distinguish clearly between recommendation, rationale, evidence and supporting detail.	☐	☐	☐	☐	☐
I avoid making people wait too long to understand what I am really saying.	☐	☐	☐	☐	☐
I can adjust my opening depending on whether the situation calls for action, decision, update, warning or advice.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do people quickly understand my point, or do they have to work too hard to find it?

4. Structuring Complexity and Making Thinking Usable

This domain assesses whether you can make complex issues easier for others to understand, discuss and act on.

Statement	1	2	3	4	5
I can turn complex information into a clear structure without oversimplifying it.	☐	☐	☐	☐	☐
I separate signal from noise when presenting analysis, advice or recommendations.	☐	☐	☐	☐	☐
I organise my thinking into a small number of meaningful categories, options or implications.	☐	☐	☐	☐	☐
I help others see what matters, what is uncertain and what decision is required.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I reduce cognitive load for others, or do I unintentionally add to it?

5. Listening, Summarising and Sensemaking

This domain assesses whether you use listening and summarising to create clarity, credibility and forward movement.

Statement	1	2	3	4	5
I can summarise a discussion accurately before adding my own view.	☐	☐	☐	☐	☐
I use summarising to show listening, create alignment and reduce confusion.	☐	☐	☐	☐	☐
I distinguish between what has been said, what has been agreed and what still needs resolution.	☐	☐	☐	☐	☐
I use concise summaries to help meetings move from discussion to decision or action.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I help the group understand itself better?

6. Professional Composure and Executive Presence

This domain assesses whether you remain credible, grounded and effective when the stakes rise.

Statement	1	2	3	4	5
I stay calm and grounded when challenged, interrupted or put under pressure.	☐	☐	☐	☐	☐
I speak with authority without dominating the room.	☐	☐	☐	☐	☐
I manage anxiety well enough that it does not significantly distort my message.	☐	☐	☐	☐	☐
Others experience me as steady and reliable in difficult conversations.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: What happens to my communication when I feel exposed, challenged or uncertain?

7. Credibility, Commercial Awareness and Strategic Voice

This domain assesses whether your communication demonstrates judgement, business relevance and senior-level perspective.

Statement	1	2	3	4	5
I link my points to business priorities, risk, execution, client impact or performance outcomes.	☐	☐	☐	☐	☐
My contributions are viewed as useful and insightful, not merely accurate.	☐	☐	☐	☐	☐
I avoid speaking only from my functional perspective when the issue requires enterprise thinking.	☐	☐	☐	☐	☐
I can ask commercially intelligent questions that improve the quality of discussion.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I sound like someone who understands the business, or only my part of it?

8. Meeting Contribution and Discussion Management

This domain assesses whether you contribute with timing, relevance and influence in live group settings.

Statement	1	2	3	4	5
I contribute early enough in meetings to shape the discussion rather than merely react to it.	☐	☐	☐	☐	☐
My comments usually move the discussion forward.	☐	☐	☐	☐	☐
I know when to speak, when to ask, when to summarise and when to stay silent.	☐	☐	☐	☐	☐
I can close discussion by clarifying decisions, actions, owners and next steps.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I influence the rhythm and quality of meetings, or simply participate in them?

9. Dialogue, Challenge and Disagreement

This domain assesses whether you can handle difference productively without avoiding tension or escalating it unnecessarily.

Statement	1	2	3	4	5
I can distinguish between dialogue, debate, decision-making and conflict.	☐	☐	☐	☐	☐
I challenge ideas without making the conversation personally threatening.	☐	☐	☐	☐	☐
I can disagree clearly while preserving working relationships.	☐	☐	☐	☐	☐
I can help groups move from competing views to shared understanding or decision.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I make disagreement safer, clearer and more useful?

10. Assertiveness, Boundaries and Accountability

This domain assesses whether you can be clear, firm and fair when expectations, standards or commitments matter.

Statement	1	2	3	4	5
I can state what I think, want or need without excessive softening or apology.	☐	☐	☐	☐	☐
I can make clear requests and set boundaries in a professional way.	☐	☐	☐	☐	☐
I can address missed commitments using facts, impact and required change.	☐	☐	☐	☐	☐
I can follow through on standards without sounding punitive or personal.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Where do I tend to over-accommodate, over-explain or avoid necessary clarity?

11. Relationships, Trust and Influence

This domain assesses whether your communication builds the relational conditions for influence.

Statement	1	2	3	4	5
I build useful professional relationships before I need something from people.	☐	☐	☐	☐	☐
I show curiosity without sounding intrusive, needy or transactional.	☐	☐	☐	☐	☐
People trust that I will say what needs to be said, not just what is comfortable.	☐	☐	☐	☐	☐
I can influence without relying only on authority, expertise or escalation.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: Do I have enough relational credit to influence when the conversation becomes difficult?

12. Reputation, Visibility and Memorable Communication

This domain assesses whether your communication helps others understand, remember and repeat your value.

Statement	1	2	3	4	5
People understand what I am particularly good at and what problems I help solve.	☐	☐	☐	☐	☐
I make my contribution visible without bragging or forced self-promotion.	☐	☐	☐	☐	☐
I can use stories, examples or cases to make an idea easier to understand and remember.	☐	☐	☐	☐	☐
I communicate in ways that help others remember and repeat my value accurately.	☐	☐	☐	☐	☐

Total: ____ / 20

Reflection prompt: What do people remember about my contribution after I leave the room?

Scoring and Interpretation

Each domain has a maximum score of 20.

Score	Interpretation
16–20	Recognised Strength — This is likely to be a reliable part of your professional communication. Your development task is refinement, range and situational judgement.
11–15	Functional but Inconsistent — You can probably do this in familiar or lower-pressure settings, but it may not yet hold under senior scrutiny, ambiguity, conflict or time pressure.
6–10	Development Priority — This area is likely limiting your influence. You may understand the concept, but the behaviour is not yet dependable.
Below 6	Immediate Attention Required — This may be a blind spot, avoidance pattern or underdeveloped capability. It may require direct coaching, deliberate practice and feedback.

Score Summary

Domain	Score / 20	Priority?
1. Communication Purpose and Outcome Orientation	___	☐
2. Audience, Context and Stakeholder Awareness	___	☐
3. Message Clarity and Bottom Line Up Front	___	☐
4. Structuring Complexity and Making Thinking Usable	___	☐
5. Listening, Summarising and Sensemaking	___	☐
6. Professional Composure and Executive Presence	___	☐
7. Credibility, Commercial Awareness and Strategic Voice	___	☐
8. Meeting Contribution and Discussion Management	___	☐
9. Dialogue, Challenge and Disagreement	___	☐
10. Assertiveness, Boundaries and Accountability	___	☐
11. Relationships, Trust and Influence	___	☐
12. Reputation, Visibility and Memorable Communication	___	☐

Development Priorities

My three strongest domains are:

- 1.
- 2.
- 3.

My three weakest domains are:

- 1.
- 2.
- 3.

The two domains that would most improve my professional impact over the next 90 days are:

- 1.
- 2.

The situations where my communication most needs to improve are:

Situation	Tick if relevant
Senior stakeholder conversations	☐
Meetings	☐
Presentations	☐
Difficult conversations	☐
Peer collaboration	☐
Managing direct reports	☐
Client conversations	☐
Influencing without authority	☐
Career visibility and reputation	☐
Other: _____	☐

Feedback Plan: Who Sees Your Communication Clearly?

Professional communication is not judged by intention alone. It is judged by effect. The question is not only, "What did I mean?" The more important question is, "What did others understand, feel, remember and do as a result?" Identify up to ten people whose perception of your professional communication matters.

Name	Role / Relationship	Why Their View Matters	How Well Do I Know Their View? Low / Medium / High
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

For anyone where your knowledge is Low or Medium, ask yourself:

- What might they see that I do not see?
- What feedback might they be withholding?
- What would I want them to say about my communication when I am not in the room?
- What evidence would make them more confident in my communication, judgement or leadership?

Suggested Feedback Questions

Use three to five of these in feedback conversations:

“How would you describe the way I communicate in important meetings?”

“When do you see me at my clearest and most credible?”

“Are there situations where I lose impact, become too detailed, too quiet, too forceful or too cautious?”

“How effectively do I get to the point?”

“How well do I listen, summarise and build on others’ contributions?”

“When I disagree or challenge, how does it land?”

“What is one communication habit that would increase my influence at the next level?”

“What do people remember about my contribution after I leave the room?”