

# The Mirror Diagnostic

**ZER.**

## Leadership & Organizational Self-Reflection TOOL

### PURPOSE:

This is a short self-reflection tool for leaders. There are no right or wrong answers. The value lies in honest reflection. Take your time and write what is true for you.

### HOW TO USE:

- Complete in one sitting (about 15 minutes)
- Write freely in the “Leader Notes” column
- Look for patterns, not perfect answers

A ZER Leadership tool  
for CEOs and Business Leaders

Section	Focus Area	Reflection Question	Leader Notes
Leadership Posture	Founder/ Leader Lens	What problems regularly escalate to me that should be resolved without my involvement? Where do I step in because I do not fully trust the systems or people in place? Where have I intentionally stepped back and seen others step up successfully?	
Decision & Mental Load	Cognitive Burden	What decisions currently consume the most mental energy for me? Which of these decisions repeat themselves unnecessarily? Where am I carrying context that others should own?	
Clarity & Direction	Strategic Orientation	Where am I clear about the why but uncertain about the how? What priorities feel urgent but not truly important? If I removed one initiative today which would it be and why?	
People & Influence	Leadership Impact	Where do I feel most misunderstood as a leader? What behaviors do I tolerate that undermine the culture I want? Where do I avoid difficult conversations and what does that cost?	
Systems & Structure	Organizational Design	Which processes depend too heavily on my presence? What systems exist on paper but not in practice? Where does accountability feel unclear?	
Self & Sustainability	Personal Capacity	What drains me fastest in my current role? What restores me but gets deprioritized? Where am I operating on momentum instead of intention?	
Forward Look	International Action	What is the one shift that would make the biggest difference in the next 90 days? What support or perspective would help unlock this shift? What am I avoiding naming clearly right now?	