

Appendix A · SMPE™ Leadership Assessment Tool

Before you build the PMO — build the leader. Twenty statements, four dimensions, one honest score.

HOW TO USE THIS TOOL

1. Score each of the twenty statements honestly, 1 (critical gap) to 5 (genuine strength) — based on your current state, not your aspiration.
2. Total each pillar's five statements for a subtotal out of 25, then sum all four subtotals for your total out of 100.
3. The target state is 4 or 5 out of 5 on every statement. Any statement scoring 3 or below is a development priority.
4. Do not move to Step 2 (the organisational scan) until you have a credible development plan for any pillar scoring below target.
5. Use the 90-Day Action Plan template at the end to turn your lowest-scoring pillar into a concrete, time-bound commitment.

Why This Matters — The Neuroscience of SMPE™

These are not concepts borrowed from a wellness programme. They are four measurable dimensions of a PMO leader's internal capacity — and the reason they are non-negotiable is neurological, not aspirational. An executive sponsor's brain evaluates a leader's internal state, and decides whether to trust them, within the first hundred milliseconds of an interaction — before a single word of governance has been spoken.

Pillar	Core Question	Neuroscience Basis	What It Means for Your PMO
Spiritual	Are you clear on your purpose as a PMO leader? Does the way you lead reflect your values?	<i>Default Mode Network activation. Leaders with high Spiritual Readiness show lower cortisol under pressure and stronger long-term decision quality.</i>	Leaders with spiritual clarity lead from conviction, not compliance. Sponsors naturally align with leaders who know why they are in the room.
Mental	Can you process complexity calmly and think strategically under pressure, without becoming reactive?	<i>Prefrontal cortex function and cognitive load management — the ability to hold multiple variables simultaneously without overload or reactive decision-making.</i>	Mental Readiness defines whether you can advise in the moment that matters — the meeting where the data is messy and the PMO's credibility is on the line.
Physical	Do you have the energy and resilience to sustain high-performance leadership consistently?	<i>Vagus nerve regulation and Heart Rate Variability (HRV) — the single strongest biological predictor of stress resilience and emotional regulation in leadership contexts.</i>	Governance is endurance, not a sprint. Physical Readiness determines whether you perform at the same standard in month

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			nine as you did in month one.
Emotional	Can you self-regulate, build trust, and remain fully present in difficult stakeholder conversations?	<i>Amygdala regulation and mirror neuron activation. Emotional state is neurologically transmitted to everyone in the room before a word is spoken.</i>	Your sponsor experiences your Emotional Readiness as your executive presence — it shapes how they receive everything you say.

The Twenty-Statement Assessment

Score yourself honestly on each of the following twenty statements, five per pillar.

Spiritual

#	Statement — score 1 (critical gap) to 5 (genuine strength)	Your Score
1	I can state, in one sentence, why I lead this PMO — beyond the job title.	
2	My day-to-day decisions are consistent with the values I say I hold.	
3	When priorities conflict, I know which one reflects my deeper purpose.	
4	I remain grounded in what matters even when short-term pressure is intense.	
5	My executive sponsor could describe what I stand for as a leader.	
Spiritual Subtotal		/ 25

Mental

#	Statement — score 1 (critical gap) to 5 (genuine strength)	Your Score
1	I can hold multiple competing priorities in mind without feeling overwhelmed.	
2	I stay clear-headed and strategic in high-pressure executive conversations.	
3	I rarely find myself reacting impulsively to unexpected setbacks.	
4	I can simplify complex portfolio information into a clear executive narrative under time pressure.	
5	I recover mental focus quickly after a difficult meeting or decision.	
Mental Subtotal		/ 25

Physical

#	Statement — score 1 (critical gap) to 5 (genuine strength)	Your Score
1	My energy levels are consistent across a full governance cycle, not just the first few weeks.	

#	Statement — score 1 (critical gap) to 5 (genuine strength)	Your Score
2	I maintain the same standard of leadership presence in month nine of a transformation as in month one.	
3	I have deliberate practices (sleep, exercise, recovery) that sustain my performance under sustained load.	
4	I notice early signs of fatigue or burnout before they affect my judgement.	
5	I can perform at a high standard immediately after a demanding week, not just after rest.	
Physical Subtotal		/ 25

Emotional

#	Statement — score 1 (critical gap) to 5 (genuine strength)	Your Score
1	I can stay fully present and composed in a difficult stakeholder conversation.	
2	Stakeholders describe me as calm and trustworthy under pressure, not reactive.	
3	I can read the emotional state of a room and adjust my approach accordingly.	
4	I rarely let frustration or anxiety show in ways that undermine my credibility.	
5	I actively build trust with sponsors, not just competence.	
Emotional Subtotal		/ 25

TOTAL SCORE — ALL FOUR PILLARS		/ 100
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What Your Score Means

Total /100	Level	What It Means
20–39	At Risk	Foundational readiness gaps across multiple pillars are very likely already affecting how your executive sponsor experiences your leadership.
40–59	Developing	Some pillars are solid; others need deliberate attention before you advance to Step 2. Identify your lowest-scoring pillar first.
60–79	Functional	You are operating with credible readiness. Focused work on your one or two lowest statements will close the remaining gap.
80–100	Leading	Strong readiness across all four pillars. The focus now is sustaining these practices under sustained pressure.

Your 90-Day Development Plan

For each pillar, identify your lowest-scoring statement and name one concrete, time-bound action that would move it to a 4 or 5 within ninety days.

Pillar	Lowest-Scoring Statement	90-Day Action	Success Signal
Spiritual			
Mental			
Physical			
Emotional			

BONUS · WEEKLY CHECK

This full assessment gives you your baseline. Between baselines, use the SMPE™ Leadership Readiness Weekly Check — a two-minute, four-question pulse check — to keep the leader ahead of the PMO. Complete it at the same time each week, Monday morning or Friday close.