

Are We in a Recovery Window?

A Short Self-Check for HR Leaders and Sponsors

Purpose

This self-check helps you determine whether a leadership situation still sits in a development window, or whether it has entered a recovery window where timing, confidence, and risk must be addressed explicitly.

This is not an evaluation of the leader's character or potential. It is a context and timing check.

Instructions

Check all statements that apply. Use the Companion Guide for additional context. Answer each statement honestly based on current reality, not intent.

A. Signals About Confidence & Perception

- Feedback themes are repeating without visible, sustained change
- Concerns about credibility or style are being discussed privately
- Stakeholders express unease even when results are acceptable
- Confidence in the leader is narrowing, not expanding

B. Signals About Sponsorship & Patience

- Sponsorship feels conditional or cautious
- The leader is being "supported," but expectations are not explicit
- HR has been asked to monitor, coach, or stabilize the situation
- Time and goodwill feel compressed

C. Signals About Organizational Behaviour

- Alternatives or successors have been quietly discussed
- Decision-makers are asking "Can this work?" rather than "How do we help?"
- Intervention has been suggested without clear success criteria
- The situation feels urgent but poorly defined



Interpreting Your Responses

0-2 checks: You are likely still in a development window. Well-designed development or coaching support is usually appropriate at this stage.

3-4 checks: You may be entering a recovery window. Before commissioning additional coaching, it is helpful to have a structured conversation to clarify expectations, risks, and what “success” would need to look like.

5+ checks: You are likely already in active recovery territory. Incremental steps may have limited impact. A focused recovery plan with clear conditions and timelines is typically required at this point.

Reflection Question (Do Not Skip)

If nothing changes in the next 90 days, what outcome is most likely, and are we acting as if that outcome is still undecided?

If this question is difficult to answer, the situation likely requires structured clarification before further action.

Next Step

If you had 5+ checks, this situation likely requires attention. Schedule a Leadership Recovery Call with Dawn. This confidential conversation can help guide you in your decision about what action you should take next. If you had 8+ checks, call Dawn immediately.

If you had 3-4 checks, consider exploring the information on DawnFrail.com for more resources and additional information about Leadership Recovery. You are also welcome to reach out to Dawn via the Schedule a Leadership Recovery Call if you would like to discuss the situation with Dawn.