



Are We in a Recovery Window?

A Short Self-Check for Leaders and Organizations

Purpose

Leadership situations do not always deteriorate in obvious ways. Sometimes results remain acceptable while confidence changes. Sometimes the same concerns keep resurfacing. Sometimes relationships, expectations or organizational circumstances shift and a previously successful leader begins to struggle.

This short self-check helps identify whether a leadership situation may be moving beyond normal development and into a Leadership Recovery Window, where timing, confidence and risk require more focused attention.

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

Instructions

Check all statements that appear to apply based on what you currently know or have observed. Use the Companion Guide if you need additional context for any statement.

Answer based on the situation as it exists today, rather than what you hope, expect, or intend to happen. You do not need complete information for this exercise to be useful.

A. Signals About Confidence and Perception

- ☐ Feedback themes are repeating without visible, sustained change.
- ☐ Concerns about credibility, leadership style or effectiveness appear to be increasing.
- ☐ Results may still be acceptable, but confidence in the leader appears less certain.
- ☐ Decisions, behaviours or results are receiving more scrutiny than they once did.

B. Signals About Support and Expectations

- ☐ Support for the leader feels more cautious or conditional than it once did.
- ☐ The leader is receiving feedback, coaching or support, but expectations for improvement are not completely clear.
- ☐ More people are becoming involved in discussions about the situation.
- ☐ Time, patience or tolerance for mistakes appears to be narrowing.

C. Signals That the Situation Is Becoming More Serious

- ☐ Conversations are increasingly focused on whether the current situation can continue.
- ☐ The language around the situation has shifted from development and growth toward risk, viability or consequences.
- ☐ Coaching, development or another intervention has been suggested, but what success would look like remains unclear.
- ☐ The situation feels increasingly urgent, but there is still no shared understanding of the real problem.



Interpreting Your Responses

0–2 signals: Development may still be the right frame.

There are relatively few indications that the situation has moved into Leadership Recovery territory. Normal leadership development, feedback or support may be appropriate.

3–5 signals: Pay attention.

Several indicators suggest that something material may be changing. It may be useful to clarify what has changed, how serious it is, and whether normal development is still sufficient.

6+ signals: The situation warrants closer examination.

Multiple indicators suggest that confidence, effectiveness, relationships, organizational patience or risk may be shifting. A more structured assessment of the situation may be appropriate.

Reflection Questions (Do Not Skip)

If nothing materially changes in the next 90 days, what is most likely to happen?

Would you be comfortable allowing that outcome to occur?

If the likely outcome is unclear, or you would not be comfortable allowing it to occur, the situation may warrant closer examination.

What Happens Next?

A high number of signals does not necessarily mean the leader needs a Leadership Recovery Sprint. It means the situation deserves attention.

If you are still unclear about what is causing the problem, whether recovery is viable, or what kind of intervention is appropriate, explore **The Athena Leadership Recovery Assessment™**.

If the situation is already clearly serious, there is still confidence that recovery is possible, and the organization is willing to participate in the recovery process, explore The Athena Leadership Recovery Sprint™.

If you're unsure where to begin, a confidential initial conversation can help determine the most appropriate next step.