N°9 ROADS

The Read Mini Assessment

Where Do You Stand?

Twelve questions. Three minutes. One honest answer.

The future isn't faster — it's more accurate, slower, softer, and more human.

Where Do You Stand?

A twelve-question read on the ground you're standing on

How often is this true of you? Answer for the last twelve months.

1 Never **2** Rarely **3** Sometimes **4** Often **5** Usually **6** Almost always

#	ITEM	1	2	3	4	5	6
1	I hand people real responsibility before they have proved anything to me, then leave them room to do it.	○	○	○	○	○	○
2	I can sit with tension, and with not knowing how something will resolve, long enough to deal with it directly.	○	○	○	○	○	○
3	I can name what I'm feeling while I'm feeling it, not an hour later, and steady myself before I manage anyone else's reaction.	○	○	○	○	○	○
4	I have at least one person I can tell the unpolished truth to about my work, including what I'm unsure of or afraid of.	○	○	○	○	○	○
5	My actions match my words: when I commit to a date, it holds — or I say it won't, well before it arrives.	○	○	○	○	○	○
6	I have backed a decision that could have cost me something real.	○	○	○	○	○	○
7	I can tell when someone has stopped saying what they actually think, and people bring me hard news early.	○	○	○	○	○	○
8	When I'm struggling with something at work, I know I'm not the only one who is.	○	○	○	○	○	○
9	I quietly keep a file on people who have disappointed me once.	○	○	○	○	○	○
10	I wait for more data than the decision actually requires.	○	○	○	○	○	○
11	Feedback about my blind spots tends to be news to me.	○	○	○	○	○	○
12	Even in a full room, I feel alone with what I'm carrying.	○	○	○	○	○	○

Questions 4, 8 and 12 ask about connection and feeling alone. There are no wrong answers.

Score it

AXIS	ADD THESE ITEMS	TOTAL /18
GIVE · Ground you give	1, 5, 9R	
LEAVE · Ground you'll leave	2, 6, 10R	
SEE · Ground you can see	3, 7, 11R	
SHARE · Ground you share	4, 8, 12R	
OVERALL · all four axes added together	GIVE + LEAVE + SEE + SHARE	

Items marked R are reversed: subtract your answer from 7 before adding (items 9, 10, 11 and 12). For example, an answer of 2 on item 9 scores 5.

Your result is the axis with the **lowest** total. If your two lowest axes are within 2 points of each other, your result is **Even Ground**. Your overall total is out of 72.

What it means

The Vault

GIVE · THE READ YOU GIVE

You are trusted considerably more than you trust. From the outside this reads as integrity, and some of it is. But trust is a circulating thing, and yours arrives and stays. Your organization's ability to move without you is capped at whatever you have been willing to hand over — and that ceiling is lower than you think.

> **Do this:** Hand one real thing to one person this month. Don't set a check-in. Notice what that costs you.

The Anchor

LEAVE · THE READ YOU'LL LEAVE

Steady, dependable, and the most useful person in the building during a crisis. The cost is that you arrive late to every change you didn't start. By the time a thing is settled enough for you to move on it, someone else has decided it.

> **Do this:** Take one decision this month at 60% information instead of 90%. Write down first what you expect to go wrong.

The Weather

SEE · THE READ YOU CAN SEE

You are in the room without a reading on the room — or on yourself. This is almost never a character problem. It is a load problem: nobody has interior bandwidth in year three of a hard run.

> **Do this:** One check a day, at a fixed time: three words for what your body is doing. Not why. Just what.

The Island

SHARE · THE READ YOU SHARE

You are carrying more on your own than the room can see. From the outside that often looks like strength, and some of it is. But when you carry something quietly, it is easy to assume you are the only one carrying it, and that assumption is part of what keeps it heavy. This is a read on connection and conditions, not on your capability.

> **Do this:** This week, tell one trusted person one true thing you haven't said out loud at work. Notice what changes, in the room and in you.
>
> *If feeling alone is heavy, or has lasted a while, please talk with someone you trust or a licensed professional. This assessment is a conversation starter, not a diagnosis.*

Even Ground

(THE TWO LOWEST AXES WITHIN 2 POINTS)

No single edge is narrower than the others, which means the useful question is not which one but how high all four sit. Look at your total.

> **Do this:** The full Read goes deeper than these four. That's where the specific answer lives.

Your total

TOTAL /72	READ	WHAT IT MEANS
12 – 29	**Narrow**	Most of this is running on familiar ground with familiar people. That is survivable and it is not scalable.
30 – 47	**Conditional**	These capacities show up when conditions are good. The work is making them condition-independent.
48 – 60	**Steady**	Reliable across most conditions. You likely already know where you fail — the full read tells you why.
61 – 72	**Wide**	Unusually wide. Worth testing against what the people around you would say, which is what the full read does.

This is a short first look. The full Read goes deeper, for you and for your team, and it is how every N°9 Roads offsite and High Potential cohort begins.

Reach out if you're ready to chat: courtney@nineroadsconcierge.com

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Your Read

Totals fill in automatically as you answer in most PDF readers. If yours doesn't, add them by hand.

NAME

DATE

GIVE /18

LEAVE /18

SEE /18

SHARE /18

OVERALL /72

YOUR RESULT (LOWEST AXIS)

YOUR TOTAL READ

Result: The Vault, The Anchor, The Weather, The Island, or Even Ground. Read: Narrow, Conditional, Steady, or Wide.