

HOW TO FIND YOUR NUMBER



This workbook will guide you through identifying and assessing a solid "Number 2" — someone who complements your leadership style, handles crucial responsibilities, and is prepared to step up when needed.

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INTRODUCTION & OVERVIEW

Being a leader can be isolating. It's important to have someone who not only supports you and your mission, but that you can trust, challenge, and empower so they can help drive the organization forward.

OBJECTIVES

By the end of this workbook, you'll have:

- A clearer understanding of the qualities and skills you need in your second-in-command.
- A framework for evaluating your current team or candidates for the role.
- An understanding of your organization's culture and how a "Number 2" would need to be culturally aligned.
- Next steps for developing your "Number 2" into a strong, dependable leader.

SO WHAT IS A NUMBER 2?

When I first stepped into leadership, I quickly realized I could not influence and grow a team by myself. I needed someone who would have my back, supported the mission and vision I had for where our team was going, and had the skillset to handle the responsibility of stepping in to fill in for me if I needed it.

It's a lot of pressure to put the entire wellbeing of your organization on yourself. One way we can solve this is by identifying a strong candidate who can step into a "Number 2" role!

Your "Number 2" is essentially your second-in-command. They are a trusted leader who supports you, complements your strengths, covers your blind spots, and provides a vital layer of leadership.

Here's why having a solid "Number 2" is crucial:

Delegation and Efficiency: A good "Number 2" allows you to delegate important tasks and focus on higher-level strategic decisions. With the right person in that role, they can manage day-to-day operations and reduce the burden on **YOU**, making the entire organization run more efficiently.

Leadership Continuity: In times of crisis, change, or transition, your "Number 2" can step up and ensure continuity in leadership. This can be a huge stabilizer for the organization, as it avoids any potential power vacuum or confusion about direction.

Strategic Support: A great "Number 2" doesn't just manage—they also act as your strategic partner. They offer fresh perspectives, question assumptions, and bring their own expertise, helping you avoid blind spots and making the organization's overall strategy stronger.

Feeling convinced?

Great!

Now let's get into the next four sections of this workbook to assist you in identifying potential candidates you can work on developing into this crucial role.



1 DEFINE WHAT YOU ARE LOOKING FOR

Before we identify a "Number 2," we first have to sit back and reflect on the tasks, responsibilities, and gaps in our own capabilities that we need this individual to fill.

We will start with tasks & responsibilities.

Take a moment on the following page to jot down the tasks and areas of responsibility you want your "Number 2" to take ownership of. These responsibilities should **complement your strengths** and help relieve the pressure on your leadership role.

Pro Tip: Don't just look for someone who shares your strengths and views. Instead, seek out someone who can complement your skills and offer a different perspective to fill in the gaps where you might be lacking.

PRIMARY RESPONSIBILITIES YOU NEED FILLED:

1.

2.

3.

DREAM FOR THE FUTURE! RESPONSIBILITIES YOU ENVISION WILL NEED TO BE FILLED:

1.

2.

3.

Next, we will identify the leadership style you are looking for in your “Number 2.”

Think about **your** leadership style and the gaps in your own capabilities. We want to identify someone that can bring new skillsets we may be missing!

Reflect on the following qualities and rate them from 1 to 5 for what you are looking for in a “Number 2.”

(1 = Not Important, 5 = Extremely Important).

- Strategic Thinking: ____
- Decision-Making Ability: ____
- Communication Skills: ____
- Emotional Intelligence: ____
- Relationship Building: ____
- Organized: ____
- Flexibility and Adaptability: ____

2 ASSESS CURRENT CANDIDATES / TEAM

Now it's time to break out that org chart!

Start to assess individuals in your organization against the criteria we identified in Section 1.

Pro Tip: Sometimes your future “Number 2” is not someone in a Manager or Team Lead position currently! Screen **every** person in your organization under your criteria.

See the following page for a table to guide you in assessing each candidate's skills based on your most important leadership qualities.

Rate each candidate on a scale of 1 to 5.
(1 = Needs Significant Development, 5 = Highly Competent):

CANDIDATE NAME				
RATING ON PRIMARY RESPONSIBILITIES YOU NEED FILLED				
RATING ON FUTURE RESPONSIBILITIES YOU NEED FILLED				
STRATEGIC THINKING				
DECISION-MAKING ABILITY				
COMMUNICATION SKILLS				
EMOTIONAL INTELLIGENCE				
RELATIONSHIP BUILDING				
ORGANIZED				
FLEXIBILITY / ADAPTABILITY				

3 CULTURAL ALIGNMENT

DO NOT NEGLECT YOUR ORGANIZATION'S CULTURE!

Cultural alignment is just as important as skills when it comes to finding a strong "Number 2." Many times, it is easy and simple to develop someone in the responsibilities and leadership style you need, but much harder to find a cultural fit.

If you haven't yet defined or fully considered your organization's culture, **take a moment to reflect.** Think about your mission and vision, and what values you want every team member to embody in order to foster a healthy, thriving team.

Also, consider the traits you'd prefer to avoid—those that could disrupt or misalign with the culture you envision for your organization. Use this time to clearly outline the behaviors and values that will guide your team's success.

A “Number 2” should understand, embrace, and contribute to the core values and culture of your organization.

Fill out the table below based on the candidate’s alignment with your organization’s culture on a scale of 1 to 5.

(1 = Not Aligned, 5 = Strongly Aligned)

CANDIDATE NAME				
MISSION				
VISION				
VALUE #1				
VALUE #2				
VALUE #3				
OTHER				

4 REFLECT ON GAPS & DEVELOPMENT

You did it!

You have successfully identified what you need from a “Number 2” in skills and responsibilities for present and future, leadership style, and cultural alignment.

Take time to write intentional summaries on each potential candidate on where growth is needed to fully step into that “Number 2” position and help push your organization **forward**.

If you need help or assistance in knowing your next steps in developing your candidates to get them to a place where you can entrust them with that “Number 2” spot, I have a program perfect for you!

***Click HERE to register for my
“Developing Your Number 2”
course designed to help you take
the next steps in empowering
and developing the right
candidate for this crucial role!***

I hope this helped and I cannot wait to hear how identifying a “Number 2” amplifies your organization and its goals!