Maximizing

Results

Discovery 360° Leadership Series

Discovery Leadership Profile™

Name _____

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Understanding Your Leadership Profile

The purpose of the Discovery Leadership Profile

➢ To develop stronger leadership ability
➢ To create a better understanding of strengths and challenges
➢ To enable you to see how you are viewed by those with whom you work
➢ To focus on areas for improvement
➢ To create an action plan for personal development

Leadership Categories

A Direction & Strategy – Anticipating future trends; providing a clear vision for the future of the organization; creating strategy, goals and objectives for getting there.

B Follow Through & Accountability – Managing the details of initiatives and projects; insuring that skills and resources are available to do the job; tracking and measuring progress.

C Communication & Influence – Becoming effective at listening and two-way communication; making articulate presentations and written reports; managing the media.

D Developing & Mentoring Others – Managing the development and performance of others; communicating clear expectations; providing effective feedback.

E Self Management – Varying approaches to different situations; operating from a value center; balancing priorities, maintaining composure and learning from experience.

F Business Management – Builds productive relationships with partners and customers; understands financial information; uses good business judgment.

J. Team Management – Promoting a positive environment in which teams may develop and work; defining team purpose; encouraging team cooperation.

L. Change & Innovation – Being open to new ideas and opportunities; encouraging creativity; promoting 'best practices'.

M. Integrity & Trust – Building the confidence and trust of others; acting with integrity; following through on promises.

N. Decision Making & Problem Solving – Considering consequences of decisions; building support for solutions; involving others in decision-making and problem-solving processes.

Leadership Feedback Report

Combined Others Profile: Page one of the feedback report contains the Combined Others Profile for each of the ten categories in the survey. This profile reveals a composite for everyone (peers, direct reports, boss(es), and others) who completed the survey, with the exception of the Self Profile. Each respondent is weighted evenly in the Combined Others Profile.

Self Profile (red profile): The Self Profile is comprised of the self assessment of leadership skills on the ten categories of the survey. The data in the Self Profile and line-item report come wholly from the participant's survey responses.

Boss Profile (green profile): The Boss Profile is based on the survey responses of the boss(es) on the ten categories of the survey. This profile is generally comprised of the responses from one individual, but in a situation with two bosses or when a survey from your boss's boss is requested, the profile may represent data from more than one individual.

Peer Profile (blue profile): The Peer Profile is a composite from co-workers who are at approximately the same level within the organization as the participant. Those who report to the same boss would be in this category, but it may also contain others. This profile will be displayed only if three or more peers responded to the survey, thus protecting the confidentiality of the respondents and insuring more accurate feedback.

Direct Report Profile (yellow profile): The Direct Report Profile is a composite of co-workers who report directly to the participant or to someone who reports to the participant. This profile will be displayed only if three or more direct reports responded to the survey, thus protecting the confidentiality of the respondents and hopefully insuring more accurate feedback.

Others Report Profile (peach profile): The "Others" Profile is a composite of raters who do not fit into the boss, direct report or peer categories. These raters may be clients, customers or others whose opinion you value. This profile will be displayed on page 4 only if you designated "others" as raters and at least three of the "others" complete the survey. If less than three "others" respond then they will be included in the combined others profile on page 2.

Line-Item Report: In addition to the graphic profiles, the Leadership Feedback Report lists each item in the survey, groups them by skill area, and provides raw scores for each

* The page number will vary depending upon whether there is an "others" profile report on page four.

item broken down by respondent category (self, combined other, boss, peers, and direct reports). Your Leadership Feedback Report will display line-item feedback results only when there are three or more respondents in each category.   This is to protect the confidentiality of peer and direct report respondents and insure candid feedback. However, all peer and direct report feedback will appear in the Combined Others Profile.

The assessment scale is as follows:
1 = Rarely
2 = Occasionally
3 = Often
4 = Very Often
5 = Almost Always
N/A = Not Applicable

Each line item displays the self rating, boss rating and the average ratings for peers and direct reports, as well as an average of all ratings except for self. This overall average rating is represented as "Combined Others." For peers and direct reports the range from the lowest to the highest score is represented.

The 10 highest and lowest line-item scores will be marked with "+" and "-". These scores will also be listed on the Top Ten/Bottom Ten summary page (page seven) of the Feedback Report.

In addition, each respondent to the survey is given the opportunity to indicate whether the participant should do "more", "less", or "the same" of the skill represented by the item. These responses are displayed to the right of each line item, with each colored box representing one respondent. The boxes are color coded so that respondent groups can be determined.

Page Eight or Nine*

Top 10 / Bottom 10 Profile: The Top 10 / Bottom 10 Profile highlights the greatest strengths and weaknesses from the Combined Others perspective. It is valuable to examine the Top Ten and Bottom Ten items in the Leadership Feedback Report because it summarizes those areas of greatest skill and developmental need.

Page Nine or Ten*

Special Comments: At the survey administrator's discretion the leadership profile can include open-ended comments or customized questions. If either of these options are used the responses will be presented in this section of the feedback report. The responses are presented as they were keyed in by the raters and are unedited.

* The page number will vary depending upon whether there is an "others" profile report on page four.

Interpreting Your Leadership Profile Data

The **Discovery Leadership Profile** is a powerful diagnostic tool, but to develop strong leadership capability, the results must be combined with an equally powerful developmental process. The **Discovery Leadership Profile** can be used to identify your leadership skills as they exist today, and enable you to envision your goals in the future.

Responses to the profile and line-item scores may vary widely between respondents. The following process is designed to ensure that important aspects of results are reviewed and provide a good foundation for making improvements.

Feedback from the **Discovery Leadership Profile** often feels threatening. It is typical to approach the feedback with some anxiety and defensiveness. Remember that feedback only represents others' perspectives of you. The more you approach feedback with objectivity, the easier it is to understand the data. Try to avoid the following reactions:

The **Detective** – Who's the "#%+@" who said this about me? Wait till I get back to the office.

The **Hero** – I am the greatest and the feedback confirms it. There is nothing I can do to improve.

The Analyst – Where are the validity and reliability measures for this survey? I can prove this survey is invalid.

The Workaholic – I do not have time for this. I have too many more important things to do.

Things to look for

Identifying the most important developmental needs can generally be accomplished by comparing the Self scores with the Combined Others scores. In addition, the same comparisons can be made between other profiles (Boss, Peer, Direct Reports), especially if there is a substantial difference in perception between them. We recommend that you begin by comparing the Self profile with the Combined Others profile, then look to the Line-Item Report for details on each area identified.

The following review process graphic illustrates the key areas to examine when analyzing **Discovery Leadership Profile** results:

High Skill Areas *Low Skill Areas* *Perception Gaps* *Patterns*

❑ **Skill Areas**

Higher Skill Areas – These skills are identified when the Self and Combined Others profile scores fall between 4 and 5. The "Top Ten/Bottom Ten" page in the Feedback Report highlights the top ten Combined Others line-item scores for further detail when reviewing line-item scores.

Lower Skill Areas – These skills are identified when the Self and Combined Others profile scores are between 1 and 3. The "Top Ten/Bottom Ten" page in the Feedback Report highlights the bottom ten Combined Others line-item scores for further detail when reviewing line-item scores.

❑ **Perception gaps**

Starting with the Self and Combined Others profiles, compare the scores on each skill and identify gaps where the respondent's perspective was not in alignment with your own personal view of your skills. A perception gap occurs when there is a 0.5 or greater difference between Self and Combined Others, Peers, and/or Direct Reports

Identify overestimated capabilities - Those skills for which your Self Scores are between 4 and 5 and your Combined Others scores are between 1 and 3. Using the Feedback Window Worksheets on pages 9 and 10 will be helpful in this process.

Identify underestimated capabilities - Those skills for which your Self Scores are between 1 and 3 and your Combined Others scores are between 4 and 5. Using the Feedback Window Worksheets on pages 9 and 10 will be helpful in this process.

❑ **Patterns**

After reviewing the feedback report and identifying perception gaps, it is important to look for major patterns in the data. The following questions will provide a starting point for looking at patterns:

Do high scores or low scores tend to fall within a particular category?

Do some skill areas represent clear strengths?

Do some skill areas represent clear targets for improvement?

Do you find that self-perceptions tend to fall in the overestimated or underestimated category?

Does one respondent group's scores (boss, direct report, peers) vary greatly from others?

How does the Boss Profile differ from other profiles?

❑ **Reasons for unexpected low feedback scores**

A key reason for using the **Discovery Leadership Profile** is to better understand coworkers' perceptions of your management and leadership effectiveness.   While the old adage, *Perception is reality,* may be true, it is important to remember that perceptions are not always accurate. Following is a list of reasons for lower than expected feedback.

1. The feedback is accurate and the boss, peers, and/or direct reports have not clearly communicated their perceptions before completing this leadership profile. There can be a number of reasons for this including; avoidance of conflict, anxiety of peers and/or direct reports, and a work environment that does not encourage honest feedback.

2. Raters have their own agendas. Example: Peers may score you low because they perceive that the boss is giving you preferential treatment.

3. Raters may be "scapegoating" you. Example: Direct reports may feel disempowered or frustrated because of decisions made in the organization over which you have no control.

4. The boss may be frustrated. Example: S/he has been trying to get you to deal with a specific issue for a while and you are not responding. By rating you low on multiple survey items the boss believes s/he will get your attention.

Organizing Your Leadership Profile Data

The **Discovery Leadership Profile** contains a great deal of information. Creating some structure for the survey data can make it easier to understand as well as reveal trends and patterns in the data that may not be immediately visible. The following feedback window provides an effective way to organize your feedback.

Feedback Window

No Surprise	**Higher Skill Area** **1** **No Perception Gap**	**Lower Skill Area** **3** **No Perception Gap**
Surprise	**Higher Skill Area** **2** **Perception Gap**	**Lower Skill Area** **4** **Perception Gap**
	Good News	**Bad News**

1. **Good news and not surprised**

    You said an item was a strength and others agreed. This is probably the most neglected part of feedback. We tend to rush past this section to focus on developmental needs. It is critical that we honestly and clearly recognize and understand what we do well for two reasons. First, we need to capitalize on strengths to deploy a strategy for dealing with weaknesses. Second, research shows that careers seldom derail because weaknesses surface; rather, it is overdependence on strengths that can cause problems.

2. **Good news and surprised**

    You said an item was a developmental need, but your raters viewed it as a strength. These areas are hidden strengths. You may be better at these skills than you realize, or you may be more of a perfectionist than those around you.

3. **Bad news and not surprised**

    You said an item was a developmental need and your raters agreed. Although it is never easy to see that we have developmental needs, it helps to know that we have an accurate perception of these areas. You may have considered these items in the past and have decided that they do not impact your effectiveness. It may be time to reconsider, especially if your role has changed.

4. **Bad news and surprised**

    You said an item was a strength, but your raters viewed it as a developmental need. These items usually represent blind spots. They at least represent a departure from the way you perceive your performance and the way it is perceived by others. Allow yourself some time to reflect on the items in this box before jumping into action to correct them all. Blind spots sometimes require more information gathering on your part.

1. Good news and not surprised- List items

1. _____

   _____

2. _____

   _____

3. _____

   _____

4. _____

   _____

5. _____

   _____

6. _____

   _____

2. Good news and surprised – List items

1. _____

   _____

2. _____

   _____

3. _____

   _____

4. _____

   _____

5. _____

   _____

6. _____

   _____

3. Bad news and not surprised – List items

1. _____
   _____
2. _____
   _____
3. _____
   _____
4. _____
   _____
5. _____
   _____
6. _____
   _____

4. Bad news and surprised – List items

1. _____
   _____
2. _____
   _____
3. _____
   _____
4. _____
   _____
5. _____
   _____
6. _____
   _____

Completing the Circle

Applying learning to the workplace

After identifying patterns, think back to your job and ask:

➢ Which areas are most critical to my current and future success?
➢ Are some actions prerequisites for other actions?

When developing your action plan, be sure to consider these patterns when identifying initial steps.

It is important to establish a strategy and action plan for developing important leadership skill areas. It may be helpful to link improvement strategy to ongoing activities already in place within the organization, such as a business planning process, management development process, culture review process, or other organizational change effort.

The process requires commitment to follow-through on action plans and put them in writing. It is important to write down and share any action plan so that co-workers will understand what you are trying to accomplish and why, and offer their support. The following Goal Planning Forms will be helpful in the goal setting/action-planning process.

1. Select one to five goals, keeping in mind that working on five goals at any one time can be very challenging. These goals may be items from the Discovery Leadership Profile or goals you create. Record your goals below.

2. Think through your goals and prioritize them.

3. Use the Goal Planning Form on the next page for your highest priority goal. Five Goal Planning Forms are provided.

Goal 1:_____

Goal 2:_____

Goal 3:_____

Goal 4:_____

Goal 5:_____

Sharing your learning with peers and direct reports

When direct reports and peers completed their assessment of you, they provided you with important feedback. Now you are allowed to see yourself as they see you. In some cases, the feedback is affirming in that many of the things you have been doing are positive. However, feedback may also identify a few areas that could benefit from further development. In other cases, feedback may be hard-hitting and even discouraging.

After developing an action plan, it is helpful to go back to respondents and ask for assistance in the developmental process. The following steps allow you to share information appropriately and gain support for your developmental efforts:

Share insights gained from the **Discovery *Leadership Profile***.

Share developmental plans.

Ask for support.

State specifically which actions would be helpful in this process.

Sharing feedback results with your boss

Your boss can play a significant role in the implementation of any action plan. S/he can provide additional insight or suggestions and may be able to obtain the resources, assistance, or training needed to implement a plan. The boss's role is particularly important when there is no other facilitator or coach in the interpretation and action-planning stage of the **Discovery Leadership Profile** process.

You may not want to share the actual profile of results with a boss. However, it is important is that you share the action plan with your boss so as to obtain the appropriate support and resources needed to make the plan a reality. The conversation should be in a context that is future-focused, positive, and demonstrates proactiveness.

Here are some guidelines to make a discussion with a boss more productive:

➢ Have a copy of the action plan to share.
➢ Before the meeting, identify what your boss can do to support you, and be prepared to discuss it.
➢ Ask your boss to endorse your plan and to acknowledge your efforts when progress is made.

Discovery Leadership Profile Goal Planning Form

Goal 1:_____

What activities must be undertaken to accomplish this goal?	Who will be involved with each activity?	What are the dates for each activity to begin and end?

What obstacles will you need to overcome?	What resources are available – internal and external?	What will you gain if you are successful?

Discovery Leadership Profile Goal Planning Form

Goal 2:_____

What activities must be undertaken to accomplish this goal?	Who will be involved with each activity?	What are the dates for each activity to begin and end?
What obstacles will you need to overcome?	**What resources are available – internal and external?**	**What will you gain if you are successful?**

Discovery Leadership Profile Goal Planning Form

Goal 3:_____

What activities must be undertaken to accomplish this goal?	Who will be involved with each activity?	What are the dates for each activity to begin and end?
What obstacles will you need to overcome?	**What resources are available – internal and external?**	**What will you gain if you are successful?**

Discovery Leadership Profile Goal Planning Form

Goal 4:_____

What activities must be undertaken to accomplish this goal?	Who will be involved with each activity?	What are the dates for each activity to begin and end?
What obstacles will you need to overcome?	**What resources are available – internal and external?**	**What will you gain if you are successful?**

Discovery Leadership Profile Goal Planning Form

Goal 5:_____

What activities must be undertaken to accomplish this goal?	Who will be involved with each activity?	What are the dates for each activity to begin and end?
What obstacles will you need to overcome?	**What resources are available – internal and external?**	**What will you gain if you are successful?**

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