

Sample: Not for Distribution

Feedback that fuels **success.**

Leadership Navigator® for Resilient Leaders

360° FEEDBACK REPORT

Feedback Report For:

Sample Participant

Report Printed:

April 1, 2020

Surveys Received:

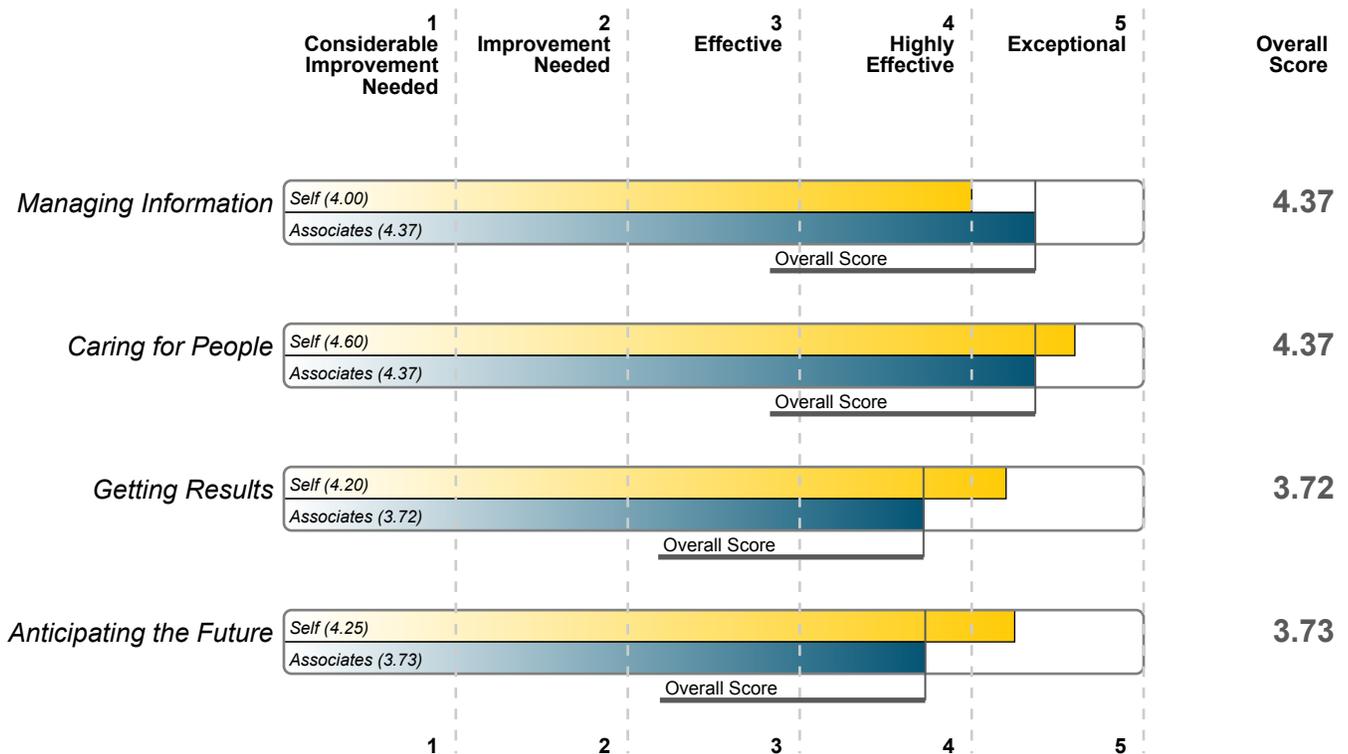
1 Self

12 Associates



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Roadmap for Resilient Leadership



The impact of effective leadership is greatest when the stakes are high. There is no time when the stakes are higher than in the middle of a crisis. This is when Resilient Leadership is most important. Resilient leaders have the ability to bounce back from setbacks, sustain their energy level under pressure, adapt and cope with disruptive changes without engaging in dysfunctional behaviors that harm the organization. Crisis situations test our resilience, but resilience is something that can be cultivated within leaders to help them take action that responds to new and ever-changing realities, even as they maintain the essential operations of the organizations they lead.

Managing Information:

Listen to diverse perspectives and ensure associates have access to accurate and timely information.

Getting Results: Rapidly align the team's effort with priorities, distribute resources, and track outcomes to adjust as needed.



Caring for People: Support others by attending to their well-being and creating optimism for the future.

Anticipating the Future: Anticipate the changing needs of the organization in the near term and contingency plan with consideration of the long term.



All Behaviors Ranked from Highest to Lowest by Overall Score

Competency	Behaviors	Self vs. Others		Your Overall Score
		Self	Associates	
Caring for People	6. Demonstrates compassion.	5.00	4.67	4.67
Managing Information	1. Establishes and utilizes effective communication procedures and systems.	3.00	4.64	4.64
Managing Information	3. Seeks and values input from others.	5.00	4.58	4.58
Managing Information	2. Shares information quickly and transparently.	4.00	4.58	4.58
Caring for People	9. Expresses appreciation for the team's efforts.	5.00	4.42	4.42
Caring for People	10. Expresses optimism for the future.	4.00	4.42	4.42
Getting Results	11. Confronts key challenges openly and honestly.	5.00	4.25	4.25
Managing Information	4. Encourages collaboration and information sharing.	4.00	4.25	4.25
Caring for People	8. Cares about my well-being.	4.00	4.25	4.25
Caring for People	7. Remains visible and accessible.	5.00	4.08	4.08
Anticipating the Future	19. Embraces change and innovation as requirements to remain competitive.	5.00	3.92	3.92
Getting Results	15. Ensures his/her team has the resources needed to succeed.	4.00	3.92	3.92
Anticipating the Future	17. Anticipates challenges and creates contingency plans to ensure success.	4.00	3.83	3.83
Getting Results	14. Delegates and holds others accountable.	5.00	3.80	3.80
Managing Information	5. Builds dedication to a course of action.	4.00	3.70	3.70
Anticipating the Future	18. Makes decisions that strengthen the company in the long-term.	4.00	3.67	3.67
Getting Results	12. Adapts and effectively prioritizes initiatives, projects, and tasks.	3.00	3.67	3.67
Anticipating the Future	16. Anticipates and serves customers' evolving needs.	4.00	3.50	3.50
Getting Results	13. Acts swiftly and decisively.	4.00	3.00	3.00

Steps for Leveraging Feedback

- 1) In the table above, identify the 3 to 5 items with the lowest overall score. Also take note of any item with an overall score less than 3.00 to help identify additional areas of focus.
- 2) Review **Tips for Success** on the following pages that correspond to each numbered survey item you identified in Step 1.
- 3) Read through the open-ended comments to gain additional insight. Note your successes and areas where urgent improvement is needed. Consider **Tips for Success** that fit best these comments.
- 4) Not all tips will fit perfectly. You may need to modify some tips to fit your circumstances.
- 5) **Cautionary Notes** are provided to help avoid common missteps. Leaders may focus too intently on one behavior at the sacrifice of another. Balanced use of all four components of the Resilient Leader Roadmap are required for effective leadership in times of change and crisis.

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Tips for Success

Managing Information



The exchange of information often breaks down during times of uncertainty and change. Leaders need to intentionally and carefully **Manage Information** within the team. This may require significant changes in the content and methods of sharing information. Resilient leaders create a sense of shared purpose and a commitment to new priorities. They ensure the processes and procedures for communication are understood by all team members. Resilient leaders model the transparent sharing of information, seek input from others, and encourage the free exchange of ideas and collaboration within and between workgroups.



Ideas

- 1) Change and crisis can impact the physical work environment. You and the team may need to shift to working in unfamiliar settings and/or alternative schedules. Identify what the team needs to stay connected in the new environment, both in terms of information exchange and a sense of togetherness. Establish frequent team check-ins and make sure others know how and when to contact you. Leverage collaboration tools to maintain a strong sense of togetherness and support communication. Check in with individual team members frequently – not just on work, but also to provide emotional connection and support.
- 2) It is common for people to assume the worst when they lack information. Dealing with ambiguity and the unknown are stressful for your employees. You likely know more about what is happening in other parts of the organization than people on your team do. Be patient and repeat or restate important messages. Initiate regular conversations with others. Share information – both positive and negative - quickly and transparently. Communicate decisions that have been made and the impact they will have on team members, customers, and other stakeholders.
- 3) Sometimes leaders may become so consumed with acting quickly to address a crisis that they operate in an overly independent manner. The pressure to drive results can lead to ill-informed decisions. Do not operate in a vacuum. Seek input from others. Gather information from experts. Make decisions based on solid rationale and logic, not emotion, fear or ego. Ask for and listen to the input from team members who are closest to the challenge you face.
- 4) The stress of change and crisis can create an “us versus them” mentality. In tough times, working together toward a common goal is more important than ever. Help team members understand that collaboration within the team and with other teams is essential for success. Lead by example; proactively collaborate with your peers and set the expectation for others to do the same. Ensure team members understand both their individual and collective roles and responsibilities within the team. Hold individuals accountable for working in a collaborative manner.
- 5) It is easy for team members to become distracted or disengaged in times of stress and uncertainty. Involve team members in setting the strategy to address the challenges ahead. Be open and honest. Express realistic optimism about the future. Explain the rationale behind the current course of action and the critical role the team and each individual plays in achieving results.



Caution

Change and crisis are stressful. Ambiguity and fear of the unknown can have a negative impact on employees' well-being and performance. Don't forget to ask your team what information they need. Share information quickly and transparently whenever possible, but also share what is unknown and the steps you and the organization will take to find answers.

Tips for Success

Getting Results



Achieving positive business outcomes should be a top priority for every leader. In times of volatility and crisis, the need for **Getting Results** will become more urgent and more difficult at the same time. Circumstances beyond the leader's control can derail what had been a successful approach. Resilient leaders recognize and accept the impact these changes will have on the business and mobilize resources to change tack quickly and confidently. In challenging times, resilient leaders identify their highest priorities, align the team's activities, and leverage each team member's strength through empowerment and delegation to optimize results for the business.



Ideas

- 11) Accept the new reality confronting you and your team. You may feel overwhelmed. Take a step back and objectively assess the impact the crisis may have on you and your team. Be honest with yourself about the challenges ahead, but don't catastrophize the situation. Seeing your situation from a different angle is often a game-changer. To gain this clarity, ask yourself "What advice would I give a friend in the same situation?" Confront the challenges head on with honesty and pragmatism. Balance the negative of the situation with pragmatic optimism for the future.
- 12) Rapid change and crisis create new and uncertain circumstances. Identify the actions that meet the rapidly changing needs of the market. You must also identify the challenges the new environment creates for your organization and your team. Make quick adjustments to ensure your team can remain effective. Focus your strategic decision making to the near term to stabilize the organization. Prioritize actions, projects, and tasks with the greatest opportunity to deliver the highest available ROI in the shortest amount of time.
- 13) It is vital to move quickly and adapt in uncertain times. Delaying action can have devastating results for your organization and your team. Act smartly and quickly in a crisis even without complete information. This is a change from smart decision making in normal times when there is more time to gather information and gain buy-in. Take decisive action based on available information, adapt along the way, iterate and improve as you move forward. Moving quickly will limit damage and may unveil new opportunities for success.
- 14) You may feel the need to take over and try to control all the activity in times of crisis. Don't try to do everything yourself. Ask for help quickly and leverage your team to execute plans without delay. Ensure your team understands new and changing priorities. Empower team members to own their goals and move quickly. Stay informed and hold others accountable for delivering on the defined expectations. Teach and advise in real time to support the team's efforts.
- 15) The resources required for success are likely to change during times of crisis. Ensure your team has the resources they need to succeed. Seek their input when defining the needs. Evaluate the needs of your team (time, equipment, knowledge, budget, etc.) and make it a top priority to secure what they need. Cooperate with your peers. Put the needs of the organization ahead of your own agenda.



Caution

Leaders drive for results in a more focused and targeted manner during times of crisis. Make sure you are not only driving for immediate results but are also focused on activity that will strengthen the organization after the crisis has passed. Take care of your people. Driving hard for results is essential; make sure you do so while supporting and caring for your team.



The one area this person most urgently needs to improve is...

Delegating more tasks to others and knowing when to say "no" to less important requests in order to avoid stress and work burn out.

More delegation. You hold onto tasks too much - let us try things that are new. Sometimes you use us for tasks but we never get the whole task, only a small part of it. This is a busy time, and we want to help!

Sample holds very high standards for skills and behavior of the team. However, Sample is reluctant to confront others who aren't pulling their weight. It's especially hard right now to see some people continue to get a pass.

Sample is a people pleaser and tries hard to make sure no one's feelings are hurt. Your people-centered approach is generally great, but right now we need a bit more straight talk and action.

You do a really great job of leading by example and showing that you care about people. Right now, we need to be moving really fast, and sometimes you bring a lot of stakeholders into the decision-making. Even though it's hard, we may need to speed up.

The situation is challenging, and you're doing a really good job considering. Keep making sure that we all know what is going on and that there's not any confusion.

We can't always have all the data first when making decisions, especially when there is so much uncertainty and we don't know what the future holds.

Communicate decisions faster and with more confidence.

I should spend more time prioritizing what is truly important and thinking about the big picture.

I can't think of anything. I always know you care about me.





The one thing this person should keep doing is...

Communication skills are exceptional. I always feel better after having a conversation with you. You have a vision for the future that gives me faith in the company, and you care about your people.

e-mails are always so clear, and concise (even if they do take too long to arrive sometimes).

He is very supportive with his staff, willing to listen and give advice, enthusiastic. He takes into account the company, the employee and other stakeholders when making a decision. He tries his best to be fair.

HIS COMMITMENT TO TEAM EFFORTS, COLLOBRATIVE NATURE & HONESTY.

Interpersonal skills, in particular related to working with other teams. Sample can always calm a situation down. I'm impressed with how you handle yourself.

Sample respects my experience and knowledge of our industry and allows me to do my job without micromanaging. Sample treats people in an evenhanded and respectful manner, even if delivering a challenging message.

Will listen to your issues, and has a positive outlook on things, even when times are hard.

You're great at handling people when they are upset. I've never seen anyone so calm and reassuring when talking to someone who is stressed out and frustrated.

I know the business and I know my people.



List of Respondents

The following people completed your survey.

Self	Sample Participant
Associates	12 of 12 received
	Chris Argyris
	Bernard Bass
	Warren Bennis
	James Collins
	Marshall Goldsmith
	Richard Hackman
	Christina Harbridge
	Linda Hill
	Rosabeth Kanter
	Jerry Porras
	Edgar Schein
	Donald Schon

