
20/20 Insight Special Report



Stabilization Central

— CREDIT UNION —

John Doe

January 1, 2018

Glossary of Terms

EXTENT:

The **Extent** scale. This is the average score for all responses to questions formed around the following principle: "To what extent DOES this person currently display this behaviour?"

IMPRT:

The **Importance** scale: This is the average score for all responses to questions formed around the following principle: "To what extent SHOULD this person display this behaviour in order to perform their role effectively?"

DIFF:

Difference. This is the difference or 'gap' between the Extent and Importance ratings for each item.

Average:

Average score. Category and Item (question) averages are calculated by dividing the sum of all responses for a given category or item by the number of respondents for that item. As an example, an item has a total of 4 responses with the distribution as follows: 2 responses are rated a 3, 1 response is rated a 4, and 1 response is rated a 5. Add the ratings together ($2 \times 3 = 6$, $4 \times 1 = 4$, $5 \times 1 = 5$). The total is 15 ($6+4+5 = 15$) and the average score is 3.75 ($15/4 = 3.75$). *Note: Self-ratings are not included in average scores.*

Gap Graph:

Average scores are presented in the form of a 'Gap Graph' which visually summarizes your average rating on each scale and the degree of difference between them. The arrowhead shows your rating on the Extent scale while the straight end of the arrow indicates your rating on the Importance scale. Some guidelines for interpretation:

- Short arrows suggest that performance closely matches the importance of the skill to your job.
- Long arrows to the left show the greatest discrepancy and suggest priorities for improvement while arrows to the right suggest strengths.
- Arrows that cluster together vertically suggest a common perception by your rating relationships while those that are more scattered may suggest the need to fine-tune certain relationships.
- Arrows clustered to the right side of the scale suggest a higher rate of effectiveness than those toward the left.

Category Summary:

Items (questions) are organized into categories. Category summary scores are the averages of the items in each category. Categories are ranked from highest to lowest using the difference between the scales as the ranking criteria.

Item Ratings by Category:

Each item (question) in each category is rated highest to lowest, using the difference between the scales as the ranking criteria.

Highest Rated Items:

The top 5 items of all items are listed from highest to lowest, using the difference between the scales as the ranking criteria.

Lowest Rated Items:

The lowest 5 items of all items are listed from lowest to highest, using the difference between the scales as the ranking criteria.

Summary Questions:

Comments from the open-ended questions. Comments from self assessments are indicated with a 'self' sub-heading while those from all other relationships are grouped together.

Rating Scales

The following rating scales were used:

Extent:

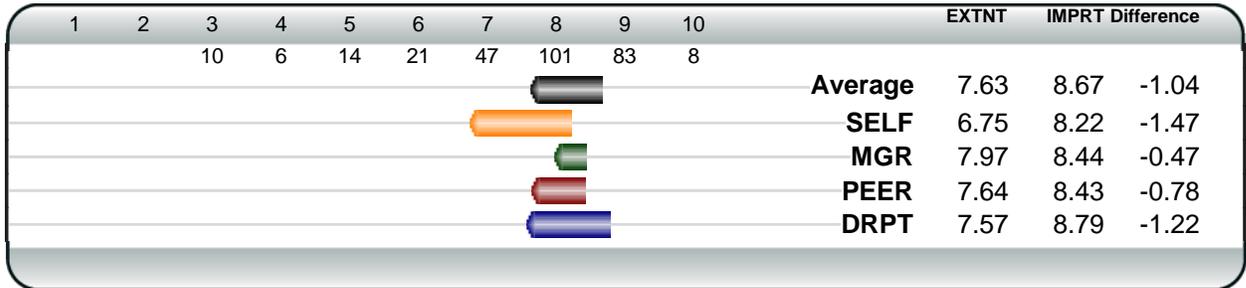
- 1 or 2: Not at all
- 3 or 4: To a Small Extent
- 5 or 6: To a Moderate Extent
- 7 or 8: To a Great Extent
- 9 or 10: To a Very Great Extent
- NA: No Opinion

Importance:

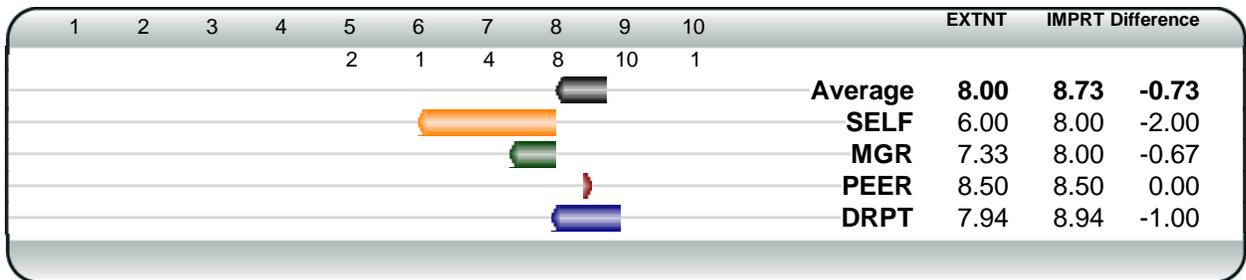
- 1 or 2: Not at all
- 3 or 4: To a Small Extent
- 5 or 6: To a Moderate Extent
- 7 or 8: To a Great Extent
- 9 or 10: To a Very Great Extent
- NA: No Opinion

Category Summary

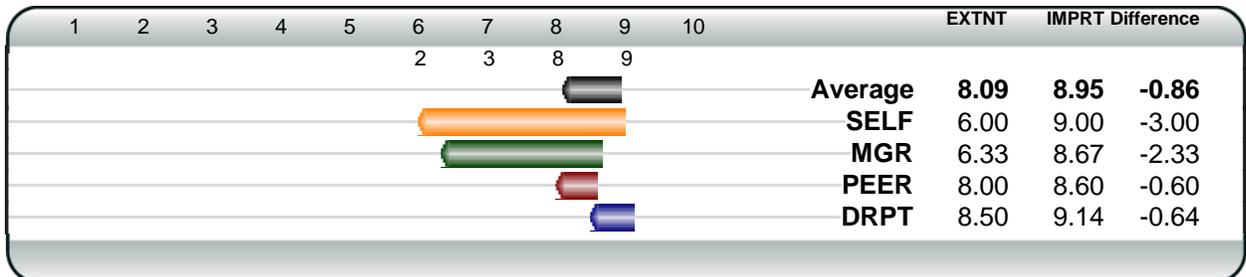
Overall Score:



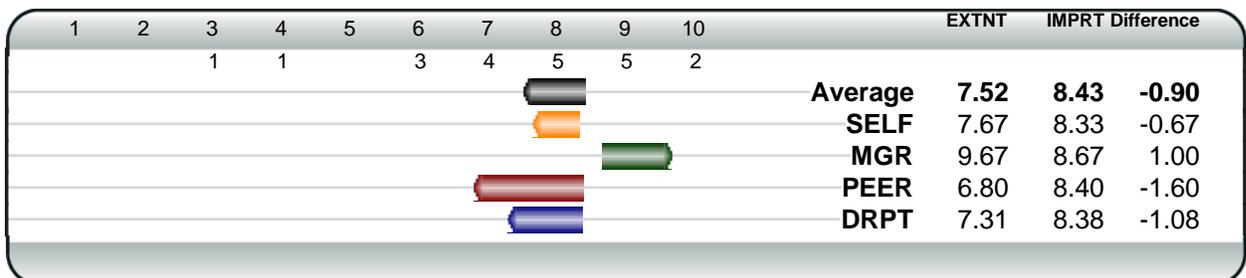
STRATEGIC PLANNING



TIME MANAGEMENT

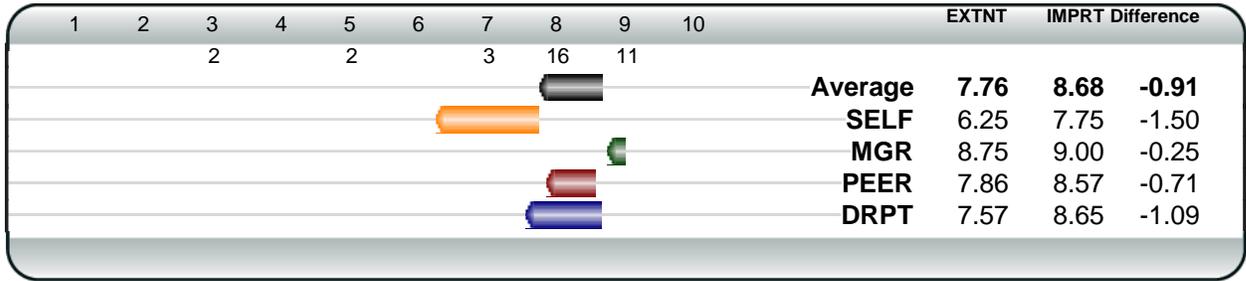


PERSONAL GROWTH

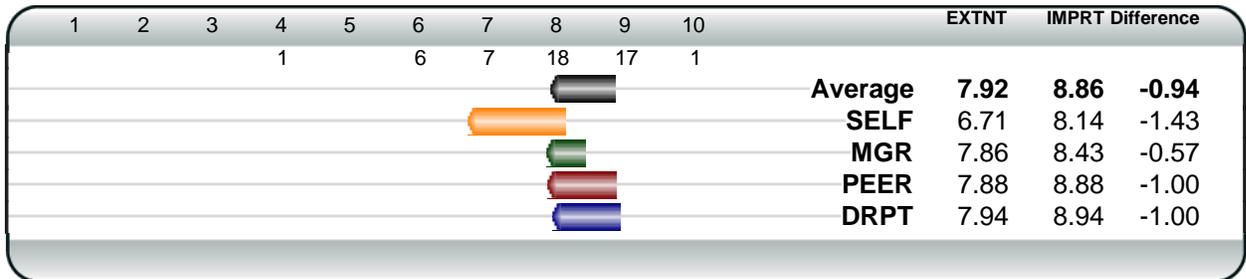


Category Summary

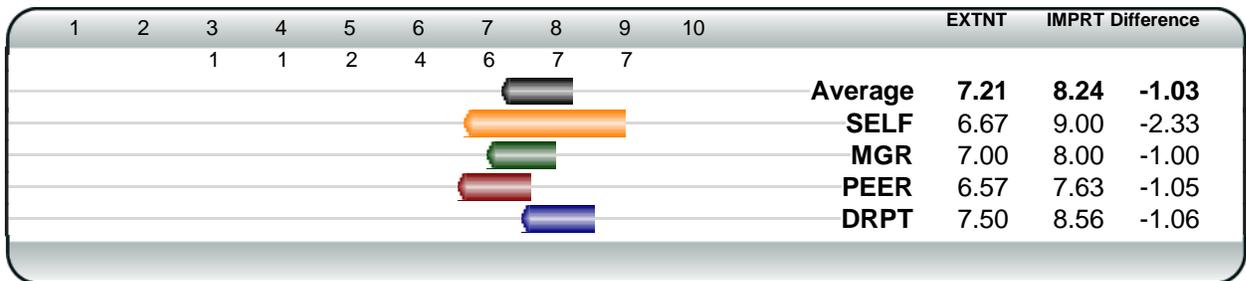
TEAMWORK



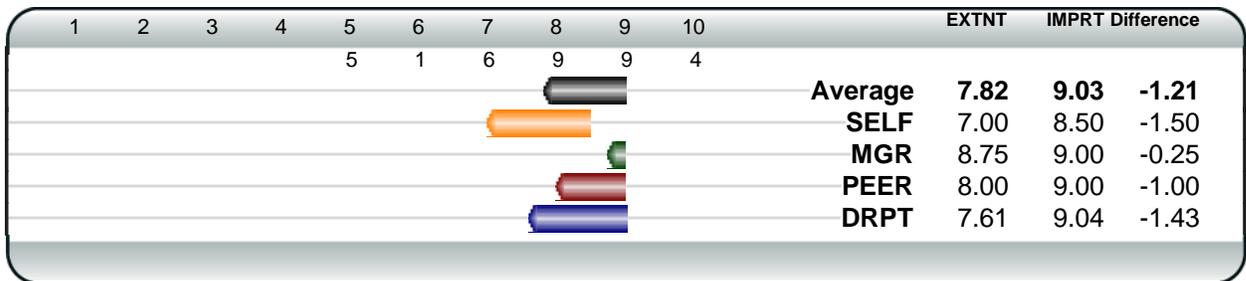
MANAGING PEOPLE



CUSTOMER RELATIONS

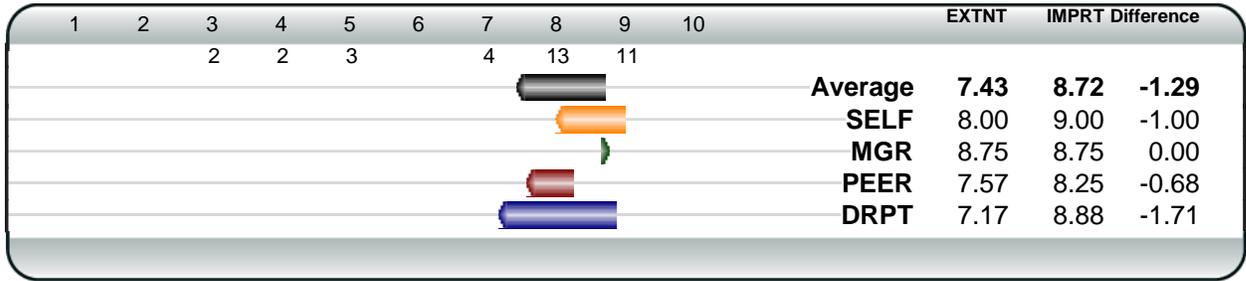


CRITICAL THINKING

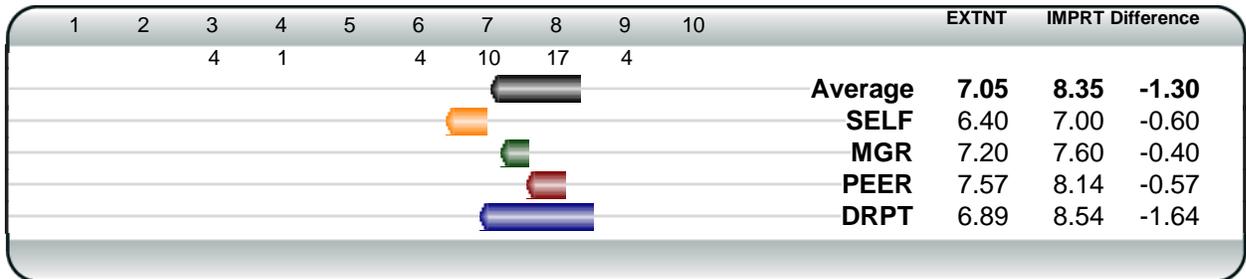


Category Summary

COMMUNICATIONS & CONFLICT RESOLUTION

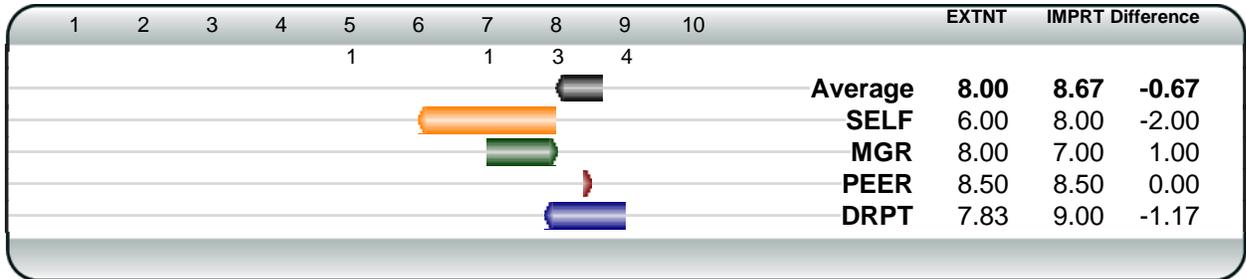


INFLUENCING

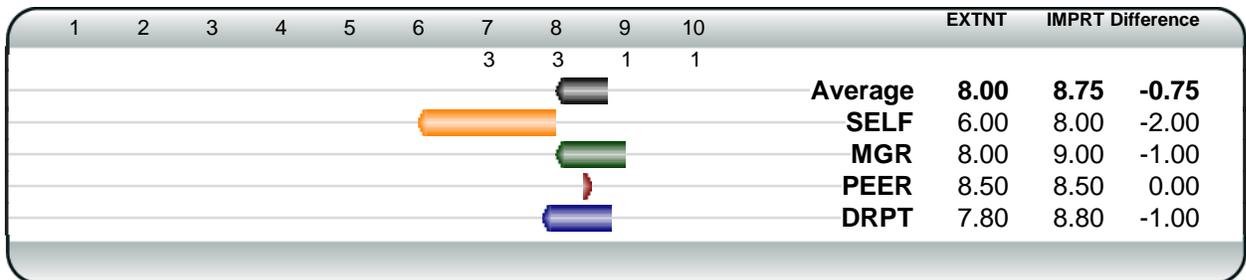


STRATEGIC PLANNING

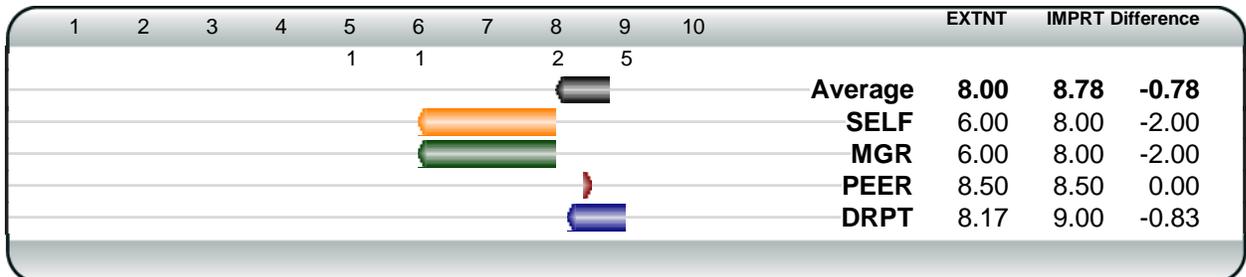
9. Develops long term plans consistent with organizational strategy



8. Communicates a vision of where his/her part of the organization should be in the future

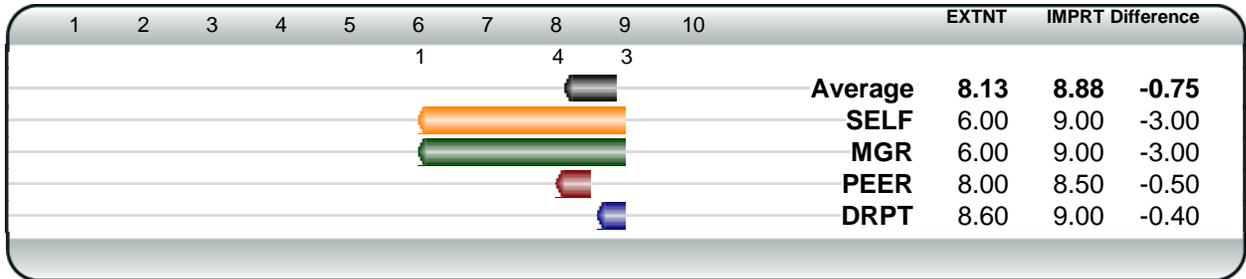


10. Prioritizes the implementation of long term / strategic plans

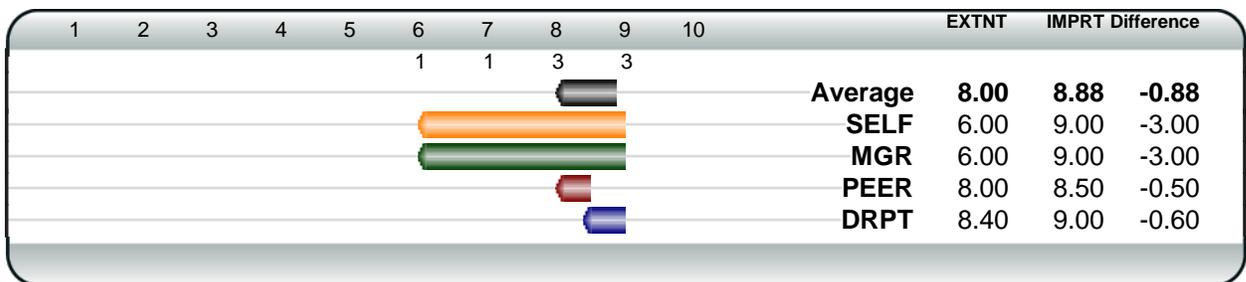


TIME MANAGEMENT

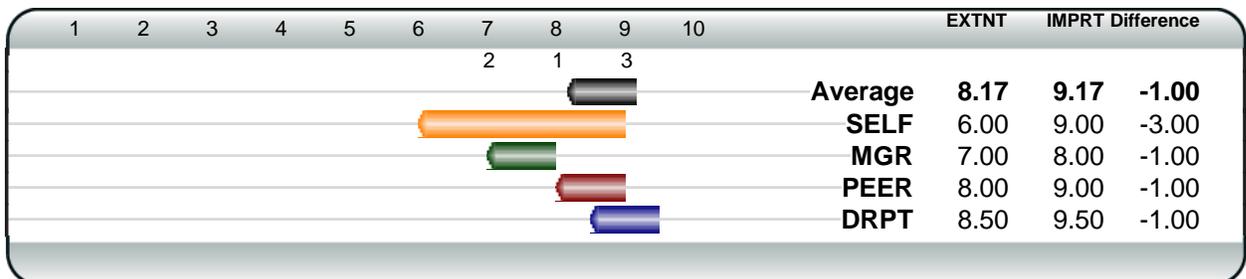
32. Meets commitments made to getting things done.



31. Works on the most important things first.

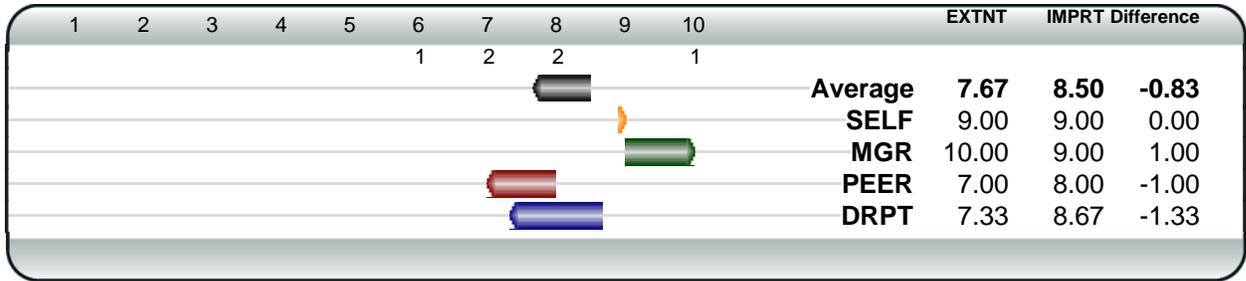


33. Makes efficient use of time.

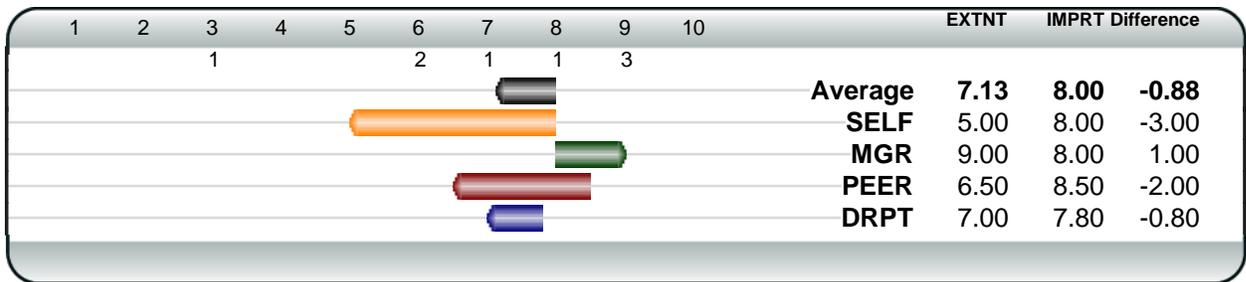


PERSONAL GROWTH

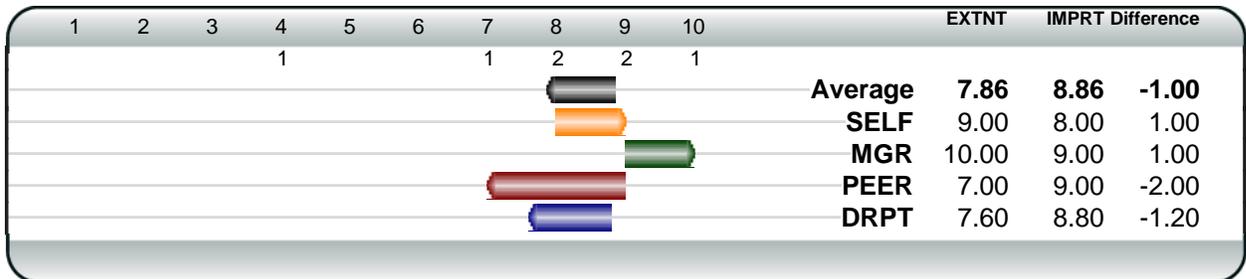
36. Seeks to build own skills and capabilities



34. Invites feedback on own performance

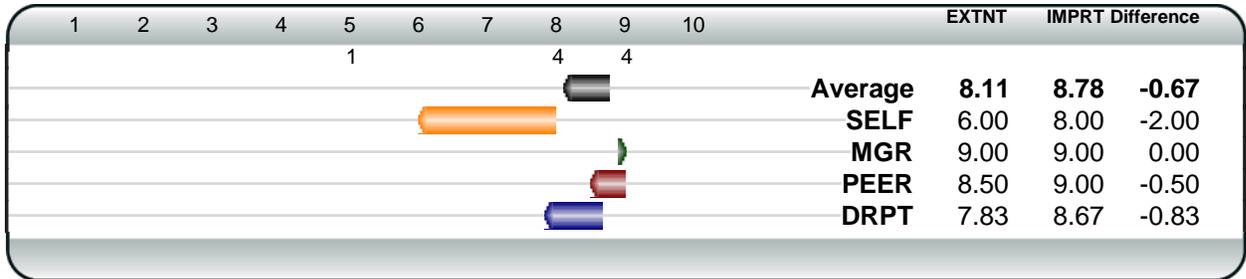


35. Admits to and learns from own mistakes

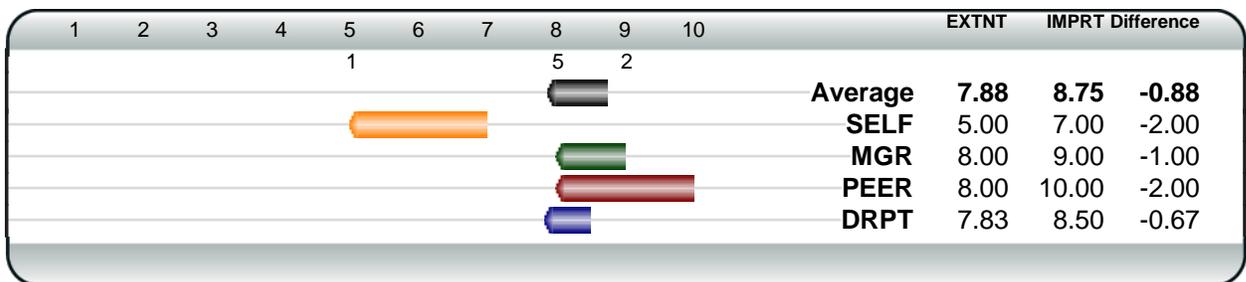


TEAMWORK

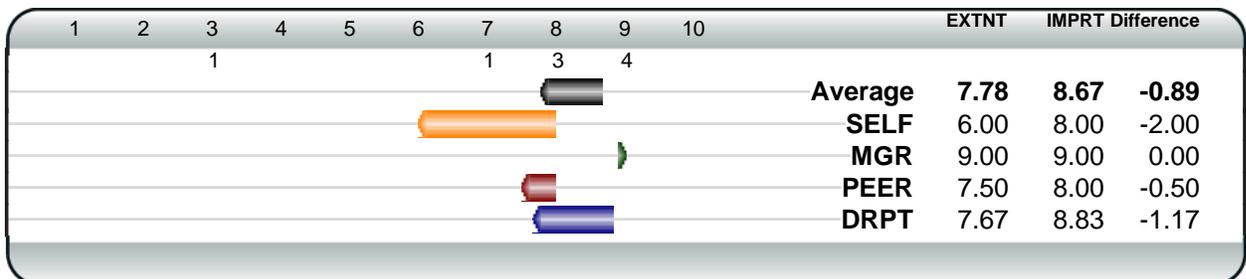
22. Manages information in a way that benefits the wider organization



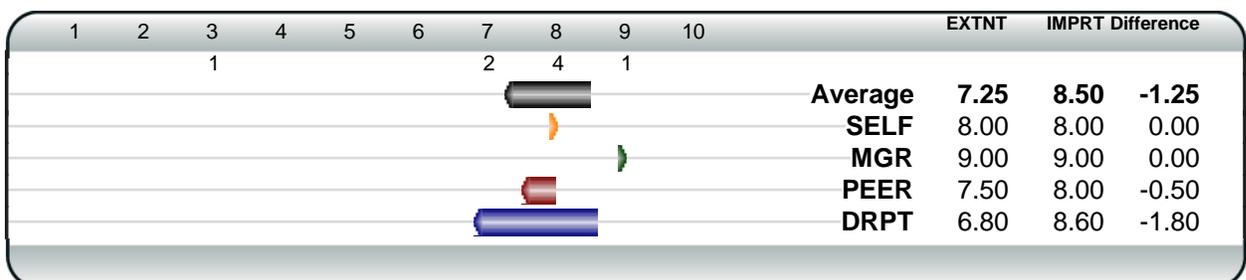
21. Holds peers accountable for their commitments



23. Runs / contributes to effective meetings

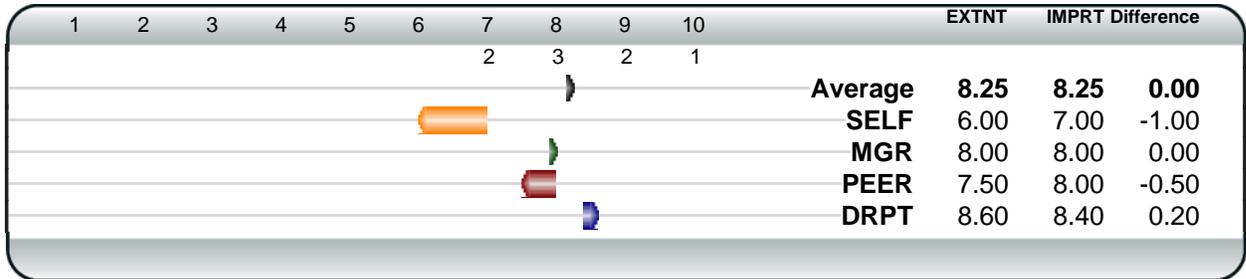


20. Prioritizes the wider organizational goals before his/her own goals

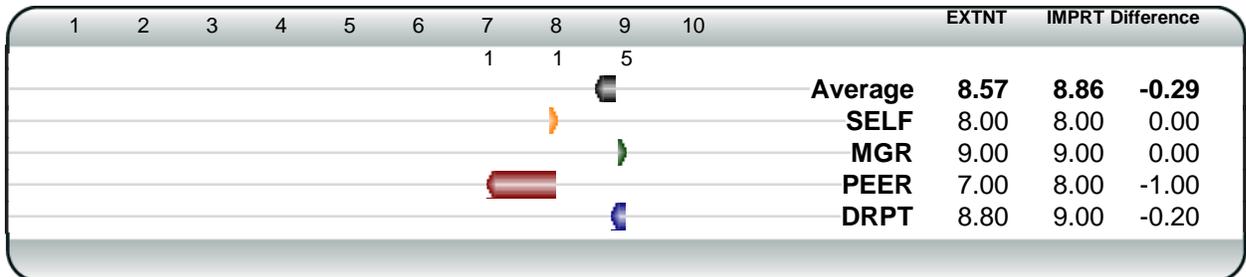


MANAGING PEOPLE

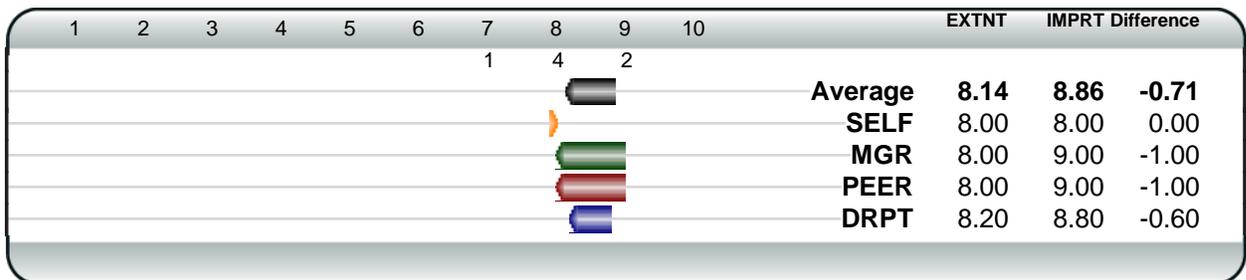
27. Delegates decisions and tasks to others



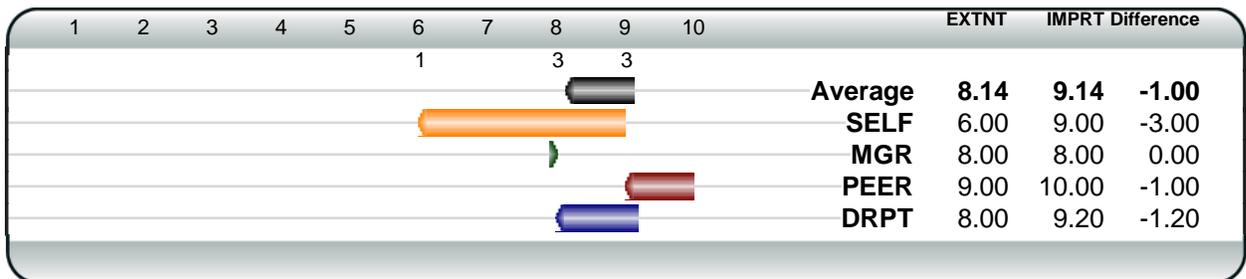
28. Gives freedom and authority to people in situations where they are both capable and committed



29. Encourages team members to think and solve problems for themselves

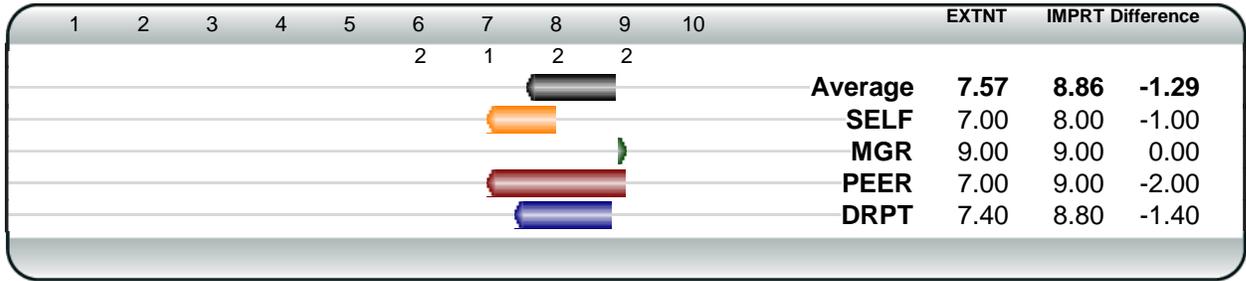


25. Provides timely recognition on a job well done

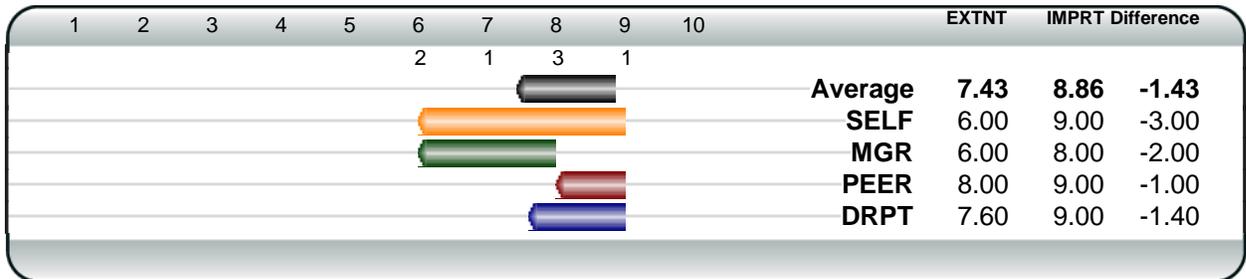


Item Ratings - by Category

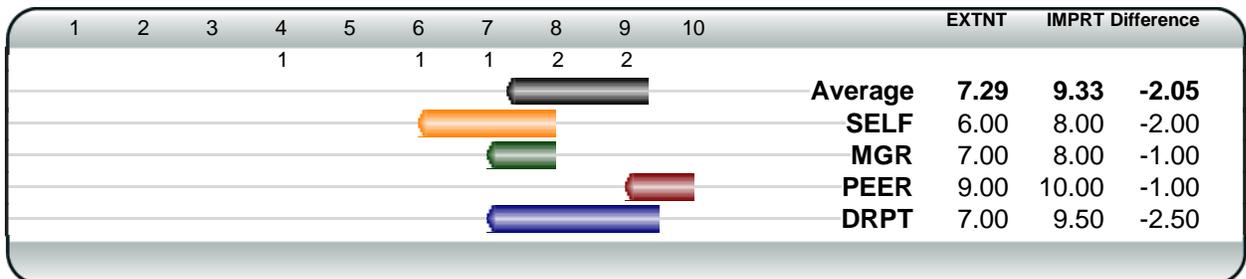
30. Develops employees in a way that is consistent with their strengths / career aspirations



24. Sets clear expectations of others

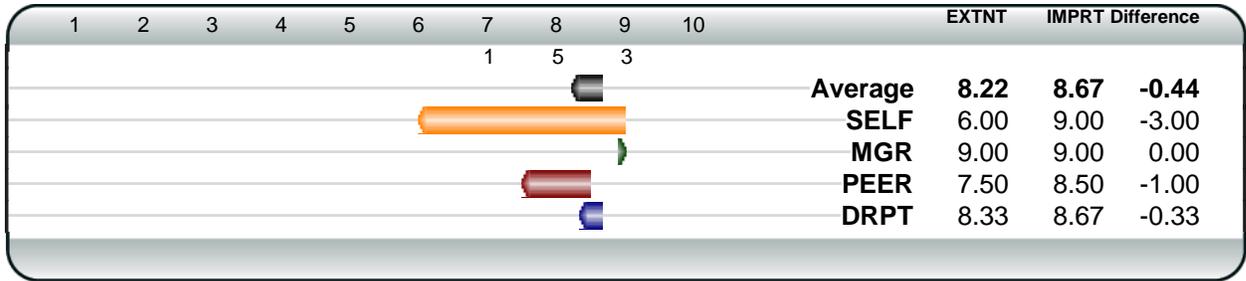


26. Provides timely and effective corrective feedback

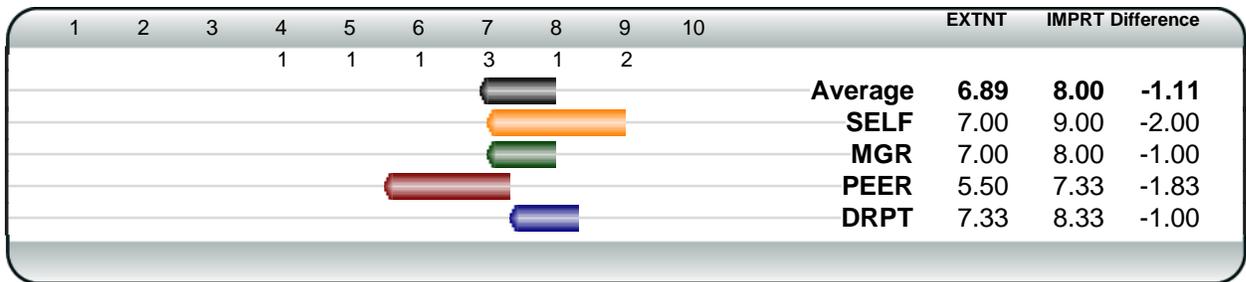


CUSTOMER RELATIONS

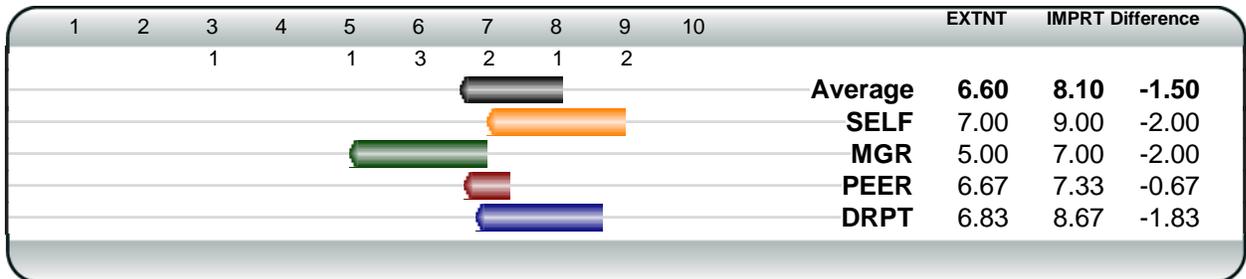
3. Is timely and responsive to internal/external client requests



2. Considers the impact of own decisions on internal/external customers

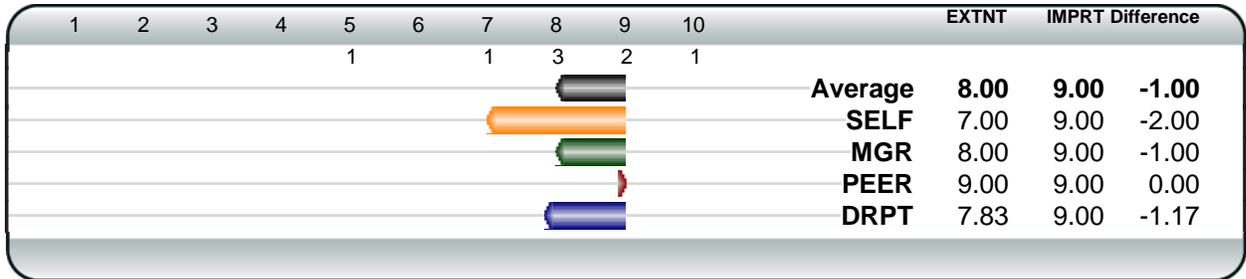


1. Understands the needs of the internal/external customer

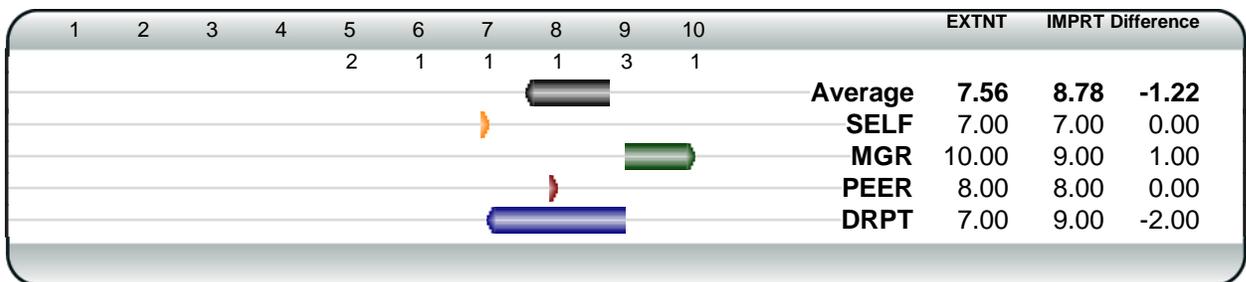


CRITICAL THINKING

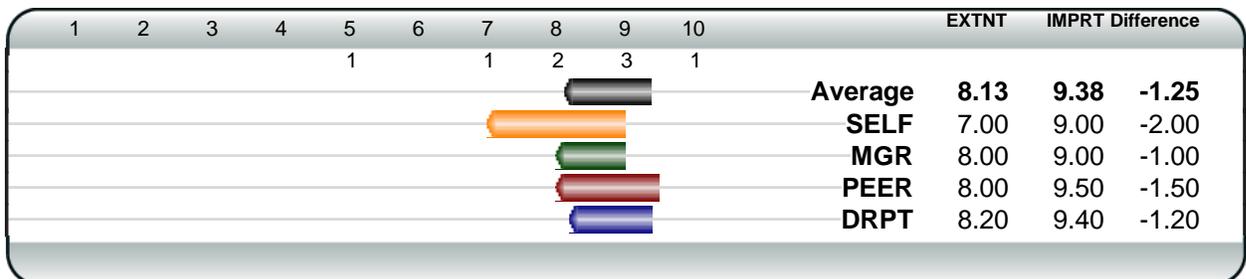
6. Anticipates the long-term implications of decisions



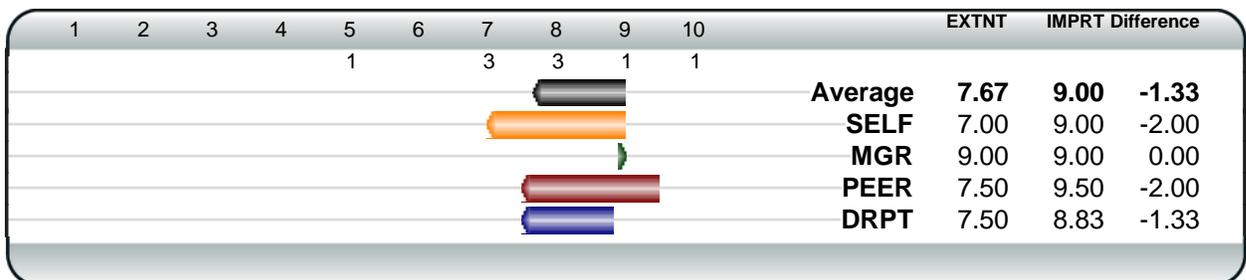
7. Develops better, faster or less expensive ways to do things



4. Correctly analyses complex business issues

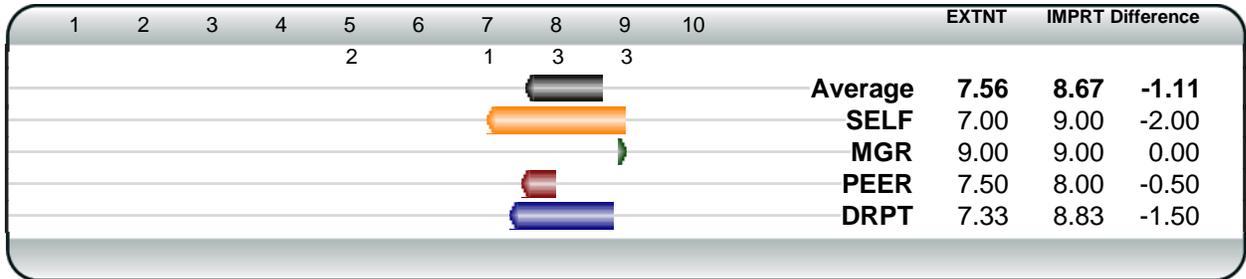


5. Anticipates future problems long before they occur

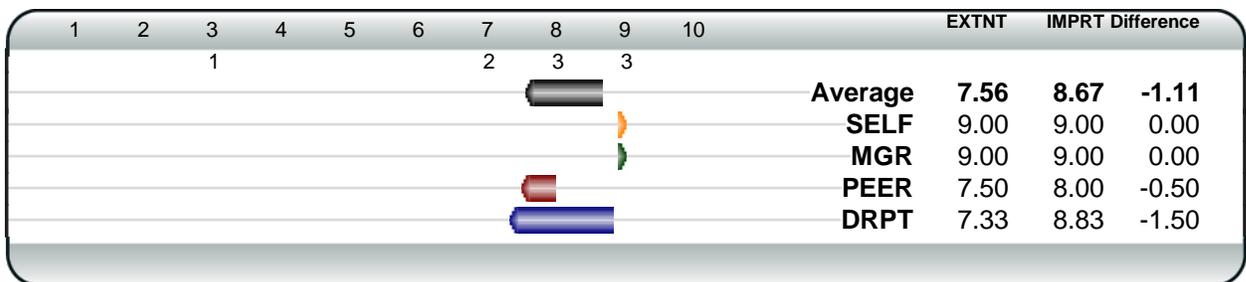


COMMUNICATIONS & CONFLICT RESOLUTION

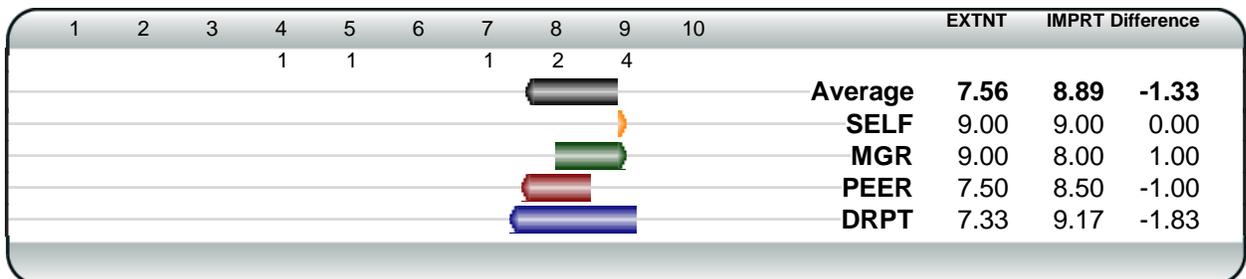
12. Advocates own needs in a clear and respectful manner when in conflict



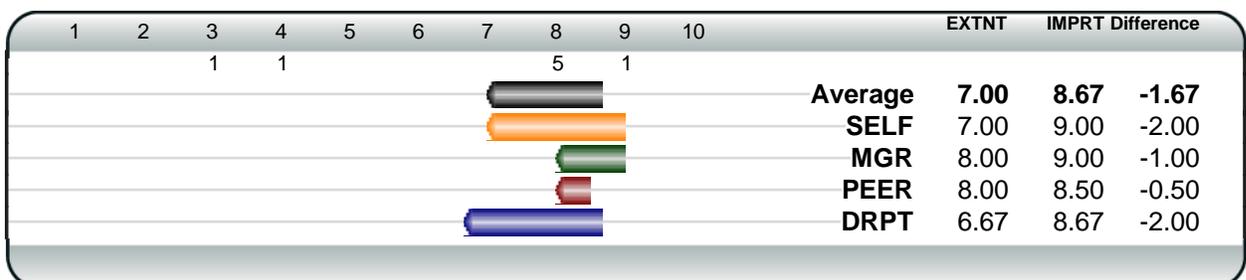
13. Collaborates with people to resolve problems in a mutually beneficial way



11. Shows genuine interest when another person is speaking



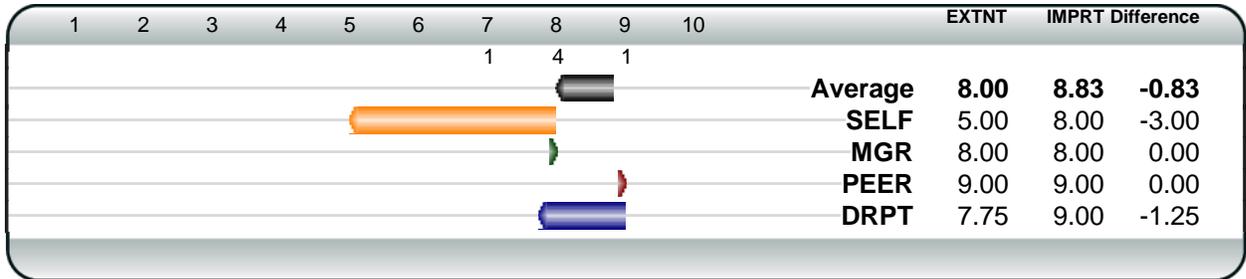
14. Diffuses (rather than escalates) interpersonal tension



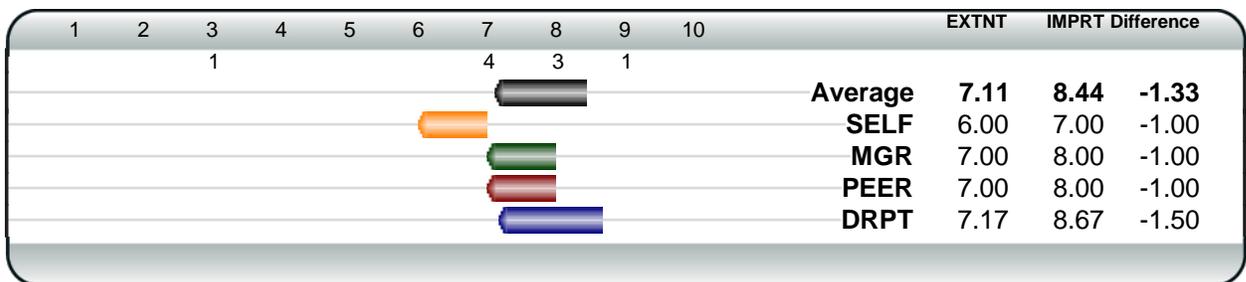
Item Ratings - by Category

INFLUENCING

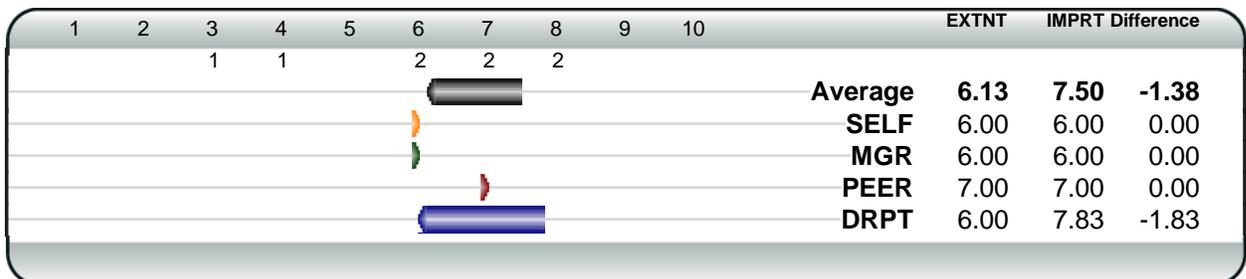
19. Makes effective presentations to groups



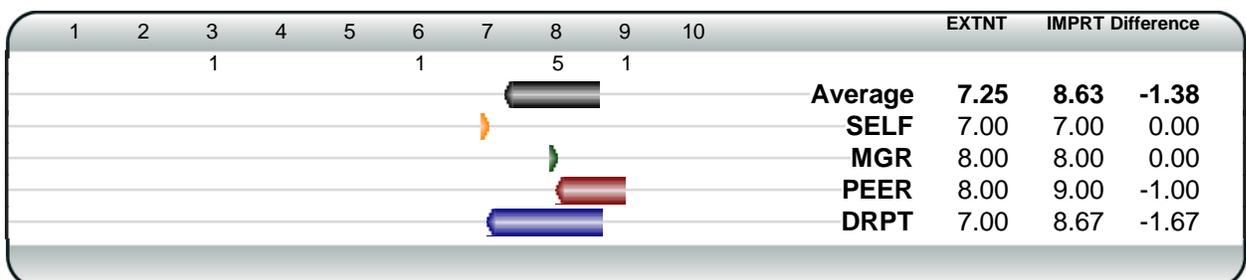
16. Advocates for ideas by presenting sound logic and reasoning that others can follow



17. Advocates for ideas by appealing to people's emotional side

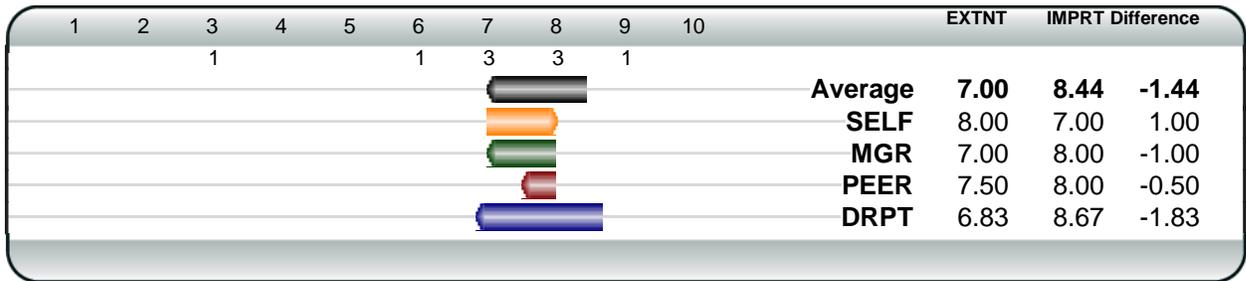


18. When advocating for ideas, listens for and adapts to concerns raised by others



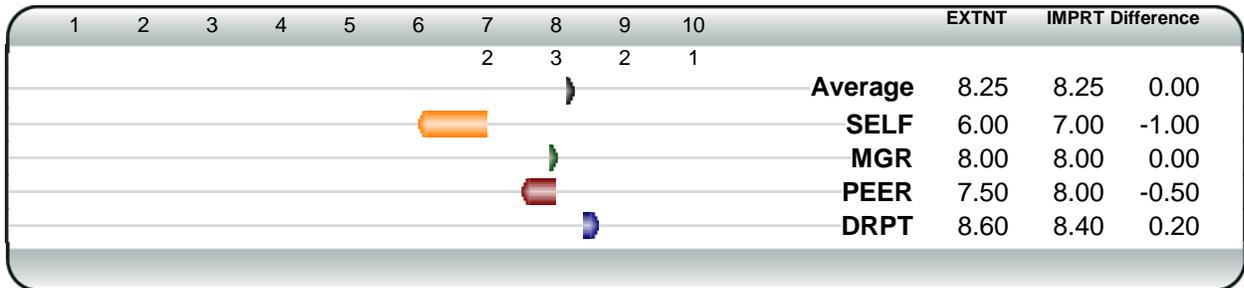
Item Ratings - by Category

15. Builds positive relationships with the people that he/she needs to influence

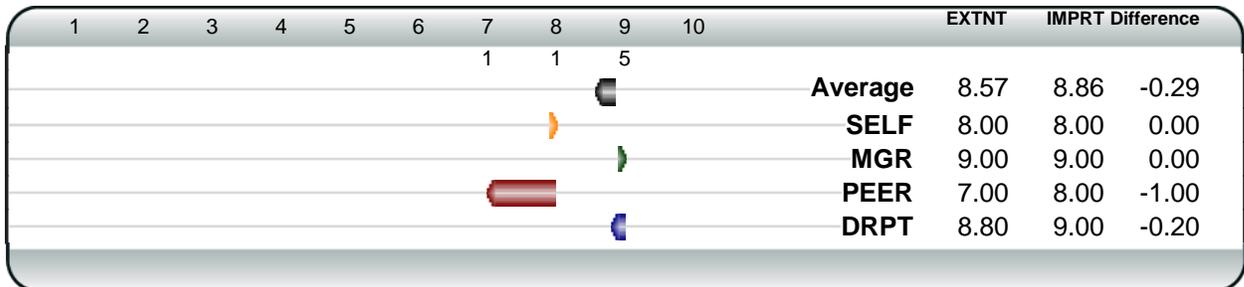


Highest-Rated Items

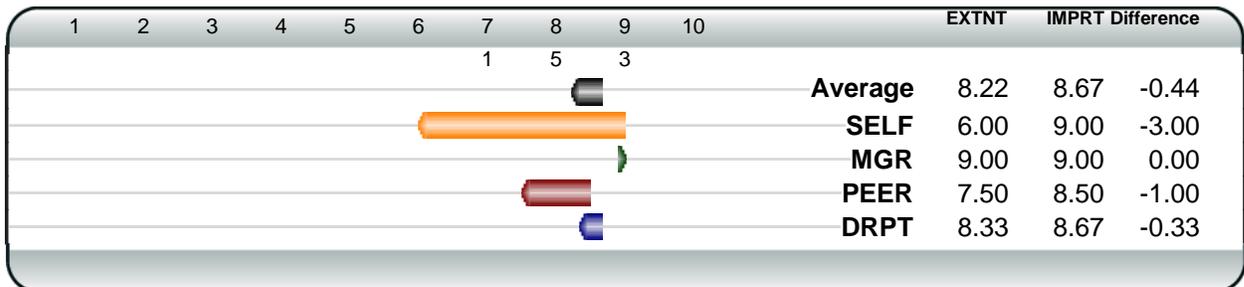
27. Delegates decisions and tasks to others
(MANAGING PEOPLE)



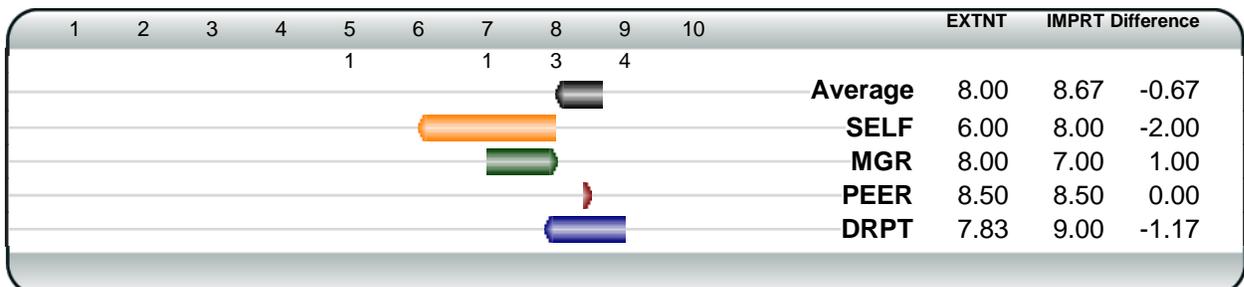
28. Gives freedom and authority to people in situations where they are both capable and committed
(MANAGING PEOPLE)



3. Is timely and responsive to internal/external client requests
(CUSTOMER RELATIONS)

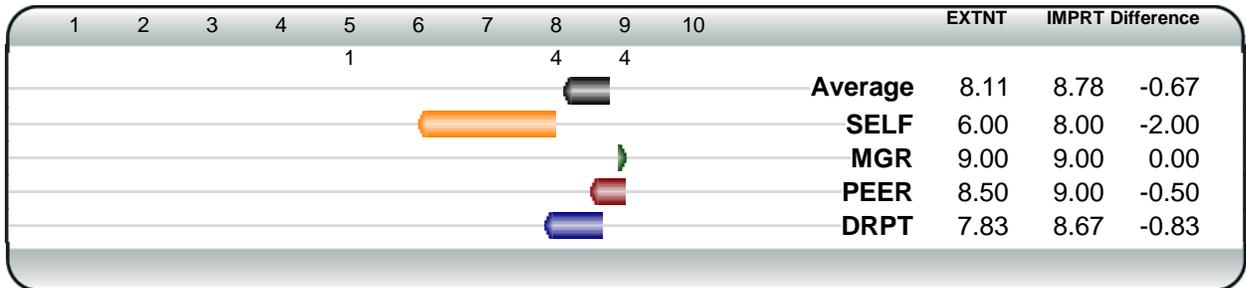


9. Develops long term plans consistent with organizational strategy
(STRATEGIC PLANNING)



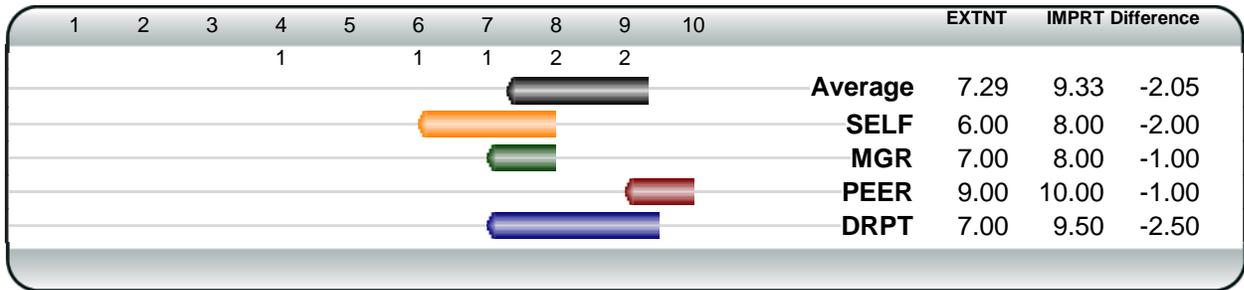
Highest-Rated Items

22. Manages information in a way that benefits the wider organization
 (TEAMWORK)

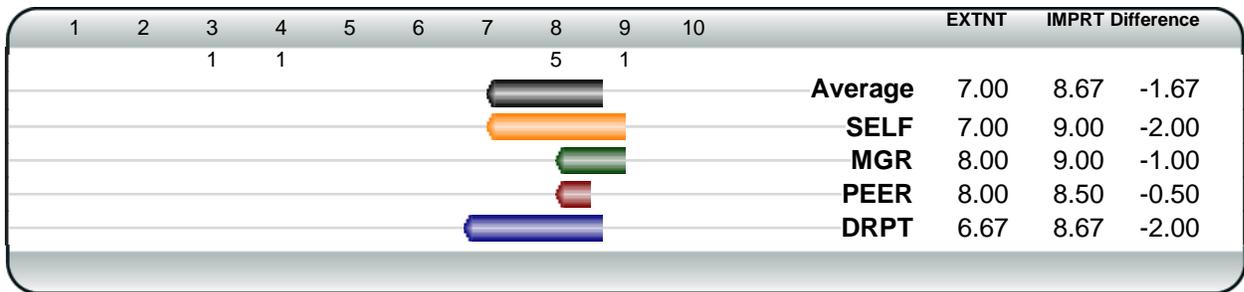


Lowest-Rated Items

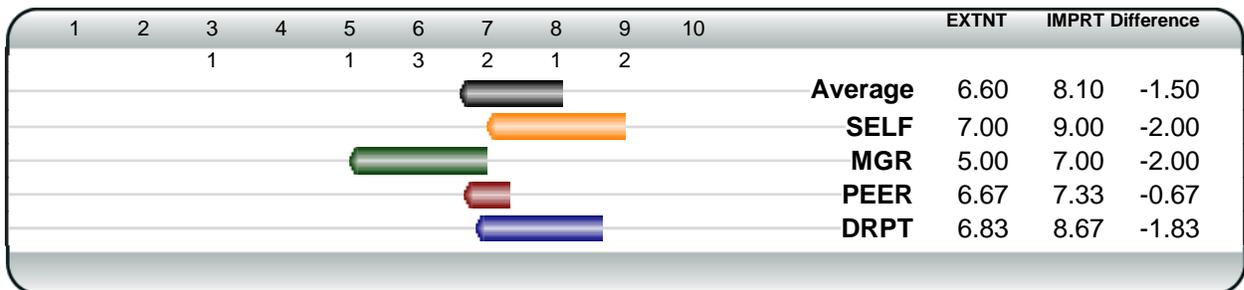
26. Provides timely and effective corrective feedback
(MANAGING PEOPLE)



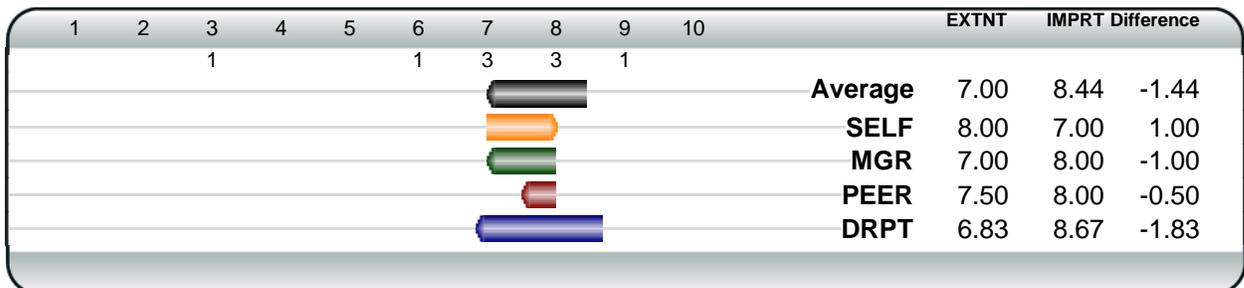
14. Diffuses (rather than escalates) interpersonal tension
(COMMUNICATIONS & CONFLICT RESOLUTION)



1. Understands the needs of the internal/external customer
(CUSTOMER RELATIONS)

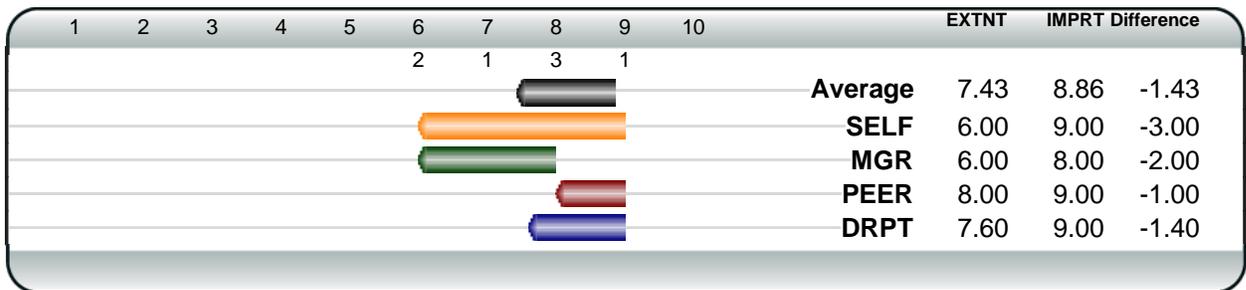


15. Builds positive relationships with the people that he/she needs to influence
(INFLUENCING)



Lowest-Rated Items

24. Sets clear expectations of others
(MANAGING PEOPLE)



Comments entered by respondents are reported verbatim.

37. What do you feel are this person's greatest strengths?

MGR

- *Intelligent, capable, driven, passionate, very much wanting to do what is best for the organization.*
- *Hugely reliable and trustworthy.*
- *Not afraid to bring into the organization what is missing even when experiencing pushback if he believes it is what is needed.*
- *Does not require chasing to get things done and is responsive on numerous misc. items that come up.*

PEER

- *Did a great job bringing our finances back on track.*
- *Sets a goal and works with the right people to help him achieve it.*
- *Inclusive, collaborative style.*
- *Thinks ahead and always has a clear idea of what needs to change to get there.*

DRPT

- *He is an organized individual that has a very business-like attitude.*
- *He brings professionalism to the position and to the company. He is clear as to what he expects and follows up on expectations.*
- *He makes time to listen to a problem and comes up with improvements to work or processes.*
- *Organizes work to prioritize the needs of upper management.*
- *Excellent in his field of work and definately an asset to the organization.*

38. What would you like to see this person do differently in order to improve the way they contribute to the organization?

MGR

- *Desire to get it right sometimes overly impedes the need to get big items done in a timely manner.*
- *Needs to show more empathy / tact when raising difficult issues. Comments can sometimes land with a thump and come across and unconstructive.*
- *Continue to work on the people management side - including how to manage the unfair, irrational and pain in the butt staff issues that come up for every manager.*
- *Significant contributor in the very short time he has been here and we are very lucky to have him!*

PEER

- *Decisions sometimes seem disconnected with what matters most to other functional areas.*
- *Maybe provide more insight towards creating budgets for the departments.*
- *Can become defensive when receiving critique on his ideas.*
- *Needs to be more willing to modify how his team serves other departments - many have unique needs which can clash with the need for uniformity - seems to be trying to 'paint everyone with one brush'.*

DRPT

- *Have a better understanding of his subordinates positions and what their work load entails.*
- *Give praise when praise is deserved.*
- *Needs to deal firmly with negative behaviours on the team.*
- *Speak to a person immediately when difficult issues arise.*
- *Avoid letting your emotions get the better of you when you are debating something.*

Leadership Development Guidelines by Competency

Customer Relations

What lower ratings may mean:

- Others may feel that you do not make satisfying external / internal customers a major goal of business planning and decision making.
- Others may think you do not anticipate customers' changing demands when planning.
- Others may believe that your part of the organization's vision and mission don't best serve customer's needs.
- You may be too inaccessible to customers.
- You may not fully understand how your part of the organization impacts the external / internal customer.
- You may not have thought about who your various customers are.
- You may not fully appreciate the advantages of meeting customers' needs.

Possible development actions:

1. Perhaps the people who work around you expect more of you than you realize. Tell them you want to make customer service a top goal of business planning. Ask them what improvements they'd like to see in the way you focus on customers.
2. Identify your various customers. Make a list of the customers that buy your products or services and determine how they are strategically important to your organization.
3. Create loyal customers by anticipating their needs, meeting their needs, and gaining their commitment. To do this, identify what customers expect from you and follow up with asking for feedback on how you are doing at meeting their needs.
4. Communicate with employees who have direct contact with customers. Make sure they give and are incented to provide the kind of customer service you want.
5. Provide customer service training and personal development training to employees to ensure they understand the best ways to interact with customers.
6. Communicate with customers. Staying in touch with them makes you aware of their changing demands. Ask customers about your organization's performance by conducting interviews, surveys, focus groups, hotlines, or help desks. Consider establishing a customer service function or department if your organization doesn't have one.
7. Welcome customer feedback. Customer complaints are valuable information. Learning customer concerns gives your organization the opportunity to serve them better.
8. Take full responsibility for mistakes. If you realize there may be a problem with your product or service, contact the customer before the customer comes to you. Take responsibility and make an effort to protect and serve the customer.
9. Focus on your competitive advantage. Learn how your company is better than the competition and keeps customers seeking your business. Capitalize on these strengths. Remember that the marketplace is dynamic. Research how your competitors are meeting changing customer needs and go beyond what your competition is doing.

Leadership 2 Development Guidelines

10. Consider believing in and doing things based on these positive attitudes:
 - 'To effectively focus on customers we'll need a plan for doing so'
 - 'Customer service should be our top priority'

Critical Thinking

What lower ratings may mean:

- Others may feel that you don't do enough to address systemic organizational issues, or that you may not be aware of them.
- You may not fully understand the long-term effect of decisions.
- You may not appreciate enough how decisions made in your area affect other areas / departments, and the end customer.
- Others may feel that you do not apply enough creativity in solving problems.
- You may be too quick to say no to new ideas or innovative projects.
- You may have too much vested in the status quo.
- The innovations that you develop in your area may be negatively impacting other parts of the organization

Possible development actions:

1. Consult others widely to fully understand the depth and breadth of problems - each person tends to carry a slightly different view that needs to be integrated.
2. Promote the creation of problem-solving teams to address current organizational issues.
3. Look for core causes to any issue. Focus on organizational processes rather than people or specific incidents.
4. Do an internet search on 'Critical Thinking' once a week and read a new article.
5. Use tools such as flowcharts to understand and communicate process problems.
6. Record recurring problems and issues. Keeping track of issues can help you to identify trends and prepare you to handle future issues that arise.
7. Define the factors that make your organization successful. How have they changed over time and evolved into your current success factors?
8. Ask others to challenge your thinking, and be prepared to listen and probe for their rationale.
9. Consider believing that problems and issues can be redefined as opportunities to get stronger by addressing them.
10. Relentlessly apply best practices in your area. These can be learned by studying the competition, other internal or external parties that perform a similar role to you, and research via the internet, industry associations, conferences and other means.
11. Read about your industry and constantly look for ways to improve.
12. Regularly ask people for their impression of what your area does well, and what it needs to improve.
13. When people approach with new ideas, hold back on defending the status quo. If you react negatively, they may conclude that you don't want their input. Show understanding and probe to fully understand their thinking, acknowledge the person and let the person know how/when you will follow-up.

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14. Resist the urge to solve problems before understanding them fully or having enough time to think.
15. Make a habit of conducting structured brainstorming sessions whenever you need creative input. Such sessions usually do not take longer than half an hour. You will need to explain that critique is not allowed, and ensure that all ideas are written in a visible area.
16. Use objective criteria for deciding on the best thing to do among a number of options.
17. Make it your business to become a great meeting facilitator - innovation among groups generally requires effective meeting management.
18. Work on your influencing skills - innovation often requires changes in parts of the organization that are beyond your direct control.
19. Give immediate recognition to others when they develop creative solutions to problems.

Strategic Planning

What lower ratings may mean:

- The people who gave you feedback may feel that you don't adequately communicate a vision of the team's purpose and future.
- Perhaps the vision of your organization isn't clear to you.
- You are may be overly involved in short-term issues when more of your time needs to be spent considering the bigger picture and future for the department.
- You may not have involved employees in the development of the vision.
- You may have a vision but may not have communicated it enough.
- You may be more comfortable creating strategy than ensuring that it gets implemented.

Possible development actions:

1. Perhaps the people who work around you expect more of you than you realize. Tell them that you want to improve your strategic focus. Ask them what improvements they'd like to see.
2. Do an environmental scan to analyze the factors that are impacting your business or department (existing marketplace, emerging competitors, government regulations etc), . What if anything needs to change in your business as a result of this?
3. Hold a strategic planning meeting once a year for your part of the organization, using a robust process that integrates vision, SWOT analysis and action planning.
4. Follow-up monthly with your team on the execution of strategic plans.
5. Acknowledge that it's your job to promote the vision. Leaders are supposed to be oriented toward the future. If you don't help people understand and get excited about the vision and purpose, it probably won't happen. This isn't a function you can effectively delegate.
6. You should be able to simply and clearly state the wider organization's vision. Can you? If not, find a copy of it and study it. If necessary, discuss it with other senior managers until you thoroughly understand it.
7. Develop a vision for your part of the organization that aligns with the wider organization's vision. Co-opt your staff in the creation of this vision, as this helps ensure their eventual buy-in.
8. If you feel the larger organization does not have a clear vision to work from, influence your executive that the organization could benefit from having a clear direction.
9. Without overdoing it, consider different ways to keep the long-term goal and purpose front and centre in the minds of employees: discussions, posters, slogans, t-shirts, etc.
10. Consider believing in and doing things based on these positive attitudes:
 - 'It's my job to create excitement for what we are doing.'
 - 'If our people don't have a destination, any road will get us there.'

Communications and Conflict Resolution

What lower ratings may mean:

- You may have an urge to speak first in conflict situations.
- You may interrupt others or argue in a way that leaves others not feeling heard.
- You may be unwilling to speak up for fear of stimulating conflict or uncomfortable situations.
- You may not be aware of the effects of the choice of words or tone that you are using.
- You may have a stronger bias towards asserting your interests versus listening to others.
- Others may feel that you often don't explore areas for agreement when in a conflict situation.
- In an effort to 'win' an argument, you may say things that escalate the conflict.

Possible development actions:

1. Always debate in an ethical way that respects the views of others, and don't resort to tactics that may win you the debate but harm the relationship in the long-term.
2. Develop your active listening skills. By probing and paraphrasing with others you will build trust, and construct arguments that deal better with the concerns of others.
3. Always 'seek to understand before being understood'.
4. Avoid trying to resolve differences through non-verbal means such as email.
5. Advocate for your needs assertively using clear rationale, but avoid anything that can be interpreted as aggression.
6. When in conflict, look for creative ways for the other side to have their interests met, in addition to yours. Go for the win-win.
7. Pick your battles - let little things go.
8. Give in willingly in situations where you are not making too much of a sacrifice, even if you do not completely agree with the other side.
9. Identify someone who deals well with conflict. If possible, study the person when negotiating. Consider asking this person to give you advice.
10. The next time you sense that you and someone else are in opposition, ask the person about all aspects of the issue with the purpose of discovering areas that you already agree on.
11. Learn how to phrase a creative question that will lead to a win-win resolution of conflict. Phrasing such a question involves three steps:
 - State your need.
 - State the need of the other party.
 - Ask what actions would meet both these needs.

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12. Consider believing in and doing things based on these positive attitudes:

- 'Complete disagreement is rare. There's always some common ground.'
- 'I need to explore how to meet the needs of all parties.'

Influencing

What lower ratings may mean:

- You may have good ideas, but may lack the relationships required to influence others to adopt them.
- You may struggle to articulate ideas in a way that others find compelling from a logical point of view.
- You may find that while the logical arguments for an idea come easily to you, appealing to people's emotional side does not.
- You may have a tendency to "think aloud" in a way that others don't find your thinking organized enough.
- You may have feelings about authority figures (e.g. overly obedient) that prevent you from effectively managing up.
- You may become easily discouraged when your initiatives or ideas run into problems or organizational boundaries.

Possible development actions:

1. When advocating for a new idea, consider the following three variables:
 - How do I ensure that the other parties understand the problem?
 - How do I effectively communicate the benefits of what I am suggesting?
 - What is the smallest possible step I could suggest that would still achieve the desired outcome, or at least prove to others that more steps would be worthwhile?
2. When relating, engaging or persuading, adapt to the social styles of others:
 - Driver types: Be brief and direct
 - Social types: Be inclusive and friendly
 - Amiable types: Be polite, thoughtful and 'safety-conscious'
 - Analytical types: Be systematic, logical and ready to produce data and proof
3. 'Test the waters' - try out your ideas on people one-on-one. Listen for concerns and hot buttons. If they push back don't push harder. Go away and either adjust your idea, or find an effective rebuttal to the arguments you heard.
4. Focus on relationships - the people who are more likely to adopt your ideas willingly are the ones that are comfortable with you personally. View every interaction as an opportunity to build relationships.
5. Ask yourself about your own feelings with respect to authority figures. Do you have a bias to not challenging authority? This can be due to your family of origin, culture, or just plain personality.
6. Learn to embrace conflict, and learn how to resolve it in productive ways. Influencing will in general bring you into conflict with competing interests. It's just part of the territory.
7. When socializing a new idea, ensure that you have constructed a short 'elevator pitch' that can be easily and quickly communicated with people in both formal and informal situations.
8. Always debate in an ethical way that respects the views of others, and don't resort to tactics that may win

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you the debate but harm the relationship in the long-term.

9. When first socializing ideas, avoid e-mail. Do it in person, so that you can quickly understand and mitigate misunderstandings. Once people begin to argue with you, it can become much harder to change their mind.
10. Always speak authentically, from your heart and communicate how you really feel about things, and what your real motivations are. If your words are not completely sincere, others are unlikely buy them.

Teamwork

What lower ratings may mean:

- Others may feel that you prioritize the needs of the team you lead above the team to which you belong (typically your peer team).
- You may be unwilling to accept direction that is for the “greater good” but less optimal for your own area.
- You may have a tendency to keep information and knowledge to yourself when it could be helpful to disseminate it to others.

Possible development actions:

1. Perhaps the people who work around you expect more of you than you realize. Tell them that you want to improve in the area of teamwork and ask them what improvements they would like to see.
2. Consider prioritizing the needs of the team you belong to over the needs of the team you lead. Doing the opposite leads to organizational silos and low levels of cross-departmental teamwork.
3. Store information (particularly electronic) in a way that makes it easy for others to find and coordinate their work with you.
4. Prioritize actions associated with cross-functional projects.
5. Foster teamwork by running effective meetings.
6. Hold others accountable for their commitments in a respectful way.

Managing People

What lower ratings may mean:

- The people who gave you feedback may feel that you do not give them enough ongoing feedback about their performance.
- Your staff may feel that you do not always tell them what you expect of them.
- You may not give adequate recognition for good work.
- Possibly you're uncomfortable giving regular performance feedback.
- You may be perfectionistic, fearing that your team will not meet your standards if you delegate work to them.
- Others may feel that you make too many of the decisions in the group.
- Others may feel that they are not sufficiently challenged by the assignments given to them.
- You may feel that your team are 'too busy' to give them more work.
- You may not want to let staff figure things out for themselves, and/or they may have acquired the habit of taking difficult problems to you.
- You may be unaware of their career aspirations or how to align their jobs to these aspirations.

Possible development actions:

1. Resist the excuse 'I don't have time'. Put the effectiveness of your overall team above the effectiveness of what you personally do, and consider how much time is wasted through people not performing at their best.
2. Even if your organization requires a formal performance review only once a year, consider conducting an informal one, half-way through the cycle. Try Marshall Goldsmith's 'Six Questions Process', available from his online library at www.marshallgoldsmithlibrary.com.
3. Actively 'catch' people in the act of doing good work and recognize their efforts in your own authentic way.
4. Set clear, SMART goals for people, and be prepared to follow-up on them.
5. Clearly distinguish between suggestions and demands. Remember, when you are acting from a position of positional power, even suggestions can seem like demands on others.
6. When making suggestions or asking people to correct their behaviour, use the formula: Describe what you saw/heard, explain the Impact, then provide your suggestion for the Future.
7. Learn to actively listen. There will often be more information than you are aware of which may help fully explain why a person is behaving a certain way, and in many cases people simply need to feel heard.
8. Getting in the habit of soliciting feedback yourself - and acting on it. This helps build the foundation for others by modeling the very behavior yourself.
9. Consider moderating your delegation style based on the importance of a task and extent to which you are confident that the individual can carry it out. Vary your style from directive to letting go depending on these factors.
10. Ask your staff what decisions you currently make, that they feel they could be making. Use these suggestions as a basis for delegating decisions to the team.

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11. Accept that delegating involves accepting some risk that things may go wrong or your staff will make mistakes. Treat any mistakes as learning opportunities and avoid creating a climate of fear at all costs.
12. You may have established a pattern in which team members have learned to ask you what you want them to do. You may be an excellent problem solver, and this system may have worked well in the past. The next time someone asks, 'What should we do?' don't give the answer. Instead, utilize this opportunity. Example: 'What do you suggest?'
13. Take a coaching skills workshop - coaching is a teachable and learnable skill.
14. Ask employees what their career aspirations are, and try and sculpt their roles to maximize their learning in the areas where they have skill gaps in terms of their aspirations.
15. When developing staff, pay extra attention to their behaviours and soft skills, not just technical ability to do the job.

Time Management

What lower ratings may mean:

- Others may feel that you don't have a strong sense of urgency.
- You may be too focused on responding quickly to e-mail and other correspondence.
- You may lack a good system for planning of those 'important but not urgent' priorities.
- You may lose track of what the top priorities are.
- Crises big and small may make it hard to do what you planned to do.
- You are easily distracted, or find it hard to say no to low priority requests.
- Your day may be overly interrupted by people who have access to you.
- You may not be planning ahead, preferring to deal with things on a day-to-day basis.
- You may not be running effective meetings.

Possible development actions:

1. Use the calendar for things beyond meetings. Book your most important work into your calendar, ideally one week at a time.
2. Identify your most important priorities and spend most of your time working on them every day. Do not postpone doing them to take care of smaller, easier tasks that are far less important. Remember that the failure to make steady progress on major projects will turn them into crises later.
3. Identify the commitments you have made that are no longer aligned with your current priorities. Analyze how much time you are investing and what you are getting in return. Consider disentangling yourself from these activities.
4. Make sure your office (physical and electronic) is well organized, or you will waste a lot of time looking for things.
5. Master the art of saying 'no' in an affirming and assertive way. Example: 'That sounds exciting and I'd love to say yes, but I won't be able to because of commitments that I've already made.'
6. When working on a task that requires high concentration, do not allow interruptions or check e-mail. Each time you do this, you lose momentum and may need 10 - 30 min to reach the level of effectiveness you had before the interruption.
7. Relentlessly avoid time-wasters:
 - Talking too long about personal issues
 - Repetitive meetings that may not need your participation or that may have become ineffective over time
 - Getting involved in crises that are not yours to solve
8. Use a single to-do list that shows what you have to do, when you have to do it, and which items are the most important. When the time draws near to take important actions, move items from your to-do list to your calendar.

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9. Initiate and hold regular dialog with your manager about priorities.

16. Don't try and 'right-size' the work for each individual on your team - before you know it they will all appear to be 'too busy' and any additional work will be yours. Instead try giving everything to its rightful owner and help people understand what the high priorities are, and what can wait. Encourage your staff to come to you to ask about priorities when they cannot keep up.

Personal Growth

What lower ratings may mean:

- You may be reluctant to receive feedback on your own behaviour, or have a tendency to act defensively when you do receive it.
- Others may feel that you do not take enough responsibility for problems and mistakes in your area.
- You may not ask enough: 'how am I doing?'.
- You may have been promoted or received more responsibilities, but may not have set about building the skills to succeed in the new role.

Recommended follow-up development actions:

1. Perhaps the people who work around you expect more of you than you realize. Tell people that you want to develop more self-awareness and ask them what they think your strengths and weaknesses are.
2. Regularly ask people for feedback on your performance. This is especially important with staff who may be less inclined to give you unsolicited feedback.
3. When receiving feedback that makes you feel emotional, resist responding immediately. Instead gather as much information and examples as possible and go away to think about how to respond.
4. Understand the paradox that the more one tries to 'look good', the worse one is perceived. On the other hand, the more one is prepared to be wrong and fallible, the more trust one builds with others.
5. If your manager does not give you regular feedback, ask for it yourself.
6. Consider the Start/Stop/Continue technique for soliciting feedback - i.e. 'what would you like to see me start, stop and continue doing?'.
7. Live in the belief that leadership is a 'contact sport' - you have to involve people in your journey to improve in a meaningful way.

Resource Guide

BLOGS / WEB RESOURCES

[kwelaleadership.com <http://WWW.KWELALEADERSHIP.COM>](http://WWW.KWELALEADERSHIP.COM)

Kwela Website: multiple leadership/team topics

[WWW.marshallgoldsmithlibrary.com <http://WWW.marshallgoldsmithlibrary.com>](http://WWW.marshallgoldsmithlibrary.com)

Marshall Goldsmith's Website: multiple leadership/team topics

[www.hbr.org <http://www.hbr.org>](http://www.hbr.org)

Harvard Business Review Blog and website: multiple general business topics

[www.thinkwatson.com <http://www.thinkwatson.com>](http://www.thinkwatson.com)

Think Watson Website: multiple leadership topics

[www.ccl.typepad.com <http://www.ccl.typepad.com>](http://www.ccl.typepad.com):

Center for Creative Leadership Blog: multiple leadership topics

BOOKS

The One Minute Manager: Kenneth Blanchard & Spencer Johnson

Topic Focus: Performance Management, Delegation, Coaching

The Fifth Discipline Fieldbook: P Senge & others

Topic Focus: Customer focus, Strategic Thinking, Creating a Vision, Developing Followership, Relationships & Team Playing, Personal Growth

Death By Meetings: Patrick Lencioni

Topic Focus: Tactical & Achievement

First Things First: Steven Covey

Topic Focus: Personal Organization

First, Break all the Rules: Marcus Buckingham & Curt Coffman

Topic Focus: Developing Followership, Relationships & Team Playing, Performance Management, Delegation, Coaching, Personal Growth

Clear Leadership: Gervase R. Bushe

Topic Focus: Developing Followership, Relationships & Team Playing, Tactical & Achievement, Performance Management, Coaching, Personal Growth

The Leadership Pipeline: Ram Charan, Stephen Drotter & James Noel

Topic Focus: Tactical & Achievement, Personal Organization, Performance Management, Delegation, Coaching

Simplified Strategic Planning: Robert W. Bradford et al

Topic Focus: Customer Focus, Strategic Thinking, Innovation, Tactical & Achievement

Fearless Leadership: Loretta Malando

Topic Focus: Creating a Vision, Developing Followership, Relationships & Team Playing, Personal Organization, Performance Management, Coaching, Personal Growth

The Heart of Change: John P Kotter

Topic Focus: Strategic Thinking, Innovation, Creating a Vision, Developing Followership