

Exceptional Leader 360 Feedback Tool Growth Map

(Accompanies Self-Guided Debrief/Video/Worksheet)



Exceptional Leader 360 Feedback Tool Overview

For centuries hard working and self-aware leaders have recognized there is a map which leads to exceptional leadership. From extensive cross-cultural research, Dr. Carl Jung and others sketched out a four-quarter map and we’ve built on this in the development of the *Exceptional Leader 360 Feedback Tool*.

Carl Jung Map

- 1) Warrior
- 2) Magician
- 3) Lover
- 4) Sovereign

Exceptional Leader 360 Map

- 1) Achieving
- 2) Strategizing
- 3) Relating
- 4) Inspiring & Tending

Achieving (Warrior) “Get it Done”

Exceptional Leader Scores in questions #1-5:

360 FEEDBACK _____
SELF ASSESS _____

Completing task list, efficient, disciplined, decisive, setting framework, loyal to individuals and to the organization, setting clear and professional boundaries and enforcing them, assertive, taking necessary risks, serving and protecting

Too little (Victim)--incompetent, ineffective, pushover, powerless, indecisive

Too much (Perpetrator)--excessively aggressive, abusive, cruel, workaholic

Simple Best Practice: *Promise less and deliver more.* Start by keeping commitments you make to yourself including consciously adjusting commitments so you can keep them. Example: “*I’m going to go for a 30-minute walk five times a week*” is possibly adjusted to “*I’m going to go for a 30-minute walk three times a week.*”

Growth Path—see the number on your “Exceptional Leader 360 Feedback Tool” report

1. Deepen understanding of mission, values and principles of your organization and regularly compare to your personal behavior and values. Be aware of how your behavior has impact in the organization. Create a personal mission statement.
2. Be known as a *person of your word* and take pleasure in this—it is rare. Give regular progress reports on your commitments without being asked. Use subject-line emails, if you are short of time. Show up a little early for meetings and be well prepared.
3. Choose projects and causes carefully and once you choose them, fully follow through. Be comfortable saying “No, thank you.” Practice assertion-- focus on behavior and not labels or personality. Be willing to ask difficult questions knowing that someone needs to do it.
4. When you or direct reports are involved in a conflict, deal with it ASAP. This may include some reflection and expert advice before taking action. Stay calm around short-term dissonance and don’t avoid it. Attend conflict de-escalation/resolution training.
5. Know that your contribution makes a difference. With the help of your supervisor, create a checklist for the more complicated tasks. On a regular basis ask for performance feedback and, based on this feedback, study and enroll in trainings to increase competence.

Achieving Language:

- *I respect you and I want to talk straight with you.*
- *What are you not saying that needs to be said?*
- *I appreciate your views about her but it is not what I see.*
- *What specific results are we expected to deliver and by when?*
- *By deadline, I commit to deliver...*
- *Please report your progress by...*
- *Did we deliver the expected results?*
- *You know I have a zero tolerance policy around bullying and harassment.*

Strategizing (Magician) “Planning has its Place”

Exceptional Leader Scores in questions #6-10:

360 FEEDBACK ____
SELF ASSESS ____

Generating options, analyzing, reflecting, seeing the system/flow, valuing intuition in decision making, committed to continuous improvement, easily detecting deception

Too little (Dummy)--confused, avoids reading reports and researching, denies and says “who, me?”

Too much (Manipulator)--uses knowledge to exploit, secretive, “know it all”

Simple Best Practice: See feedback as a *gift* and the *breakfast of champions*. Increase *Smart Vulnerability* (being open at the right times in the right ways to competent and kind people). Be curious and try to learn something new each week. Example: *Check out the 25 most popular TED talks* www.ted.com/playlists/171/the_most_popular_talks_of_all

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6. Be clear and detailed about what you want to have happen and the why of it. Be known as a “straight talker” and ask yourself if you have any unspoken agenda. Avoid unreasonable expectations—ask yourself and others “*Is this reasonable?*”
7. Ask people to paraphrase your instructions. Put deliverables and action items with time lines in writing, especially as a follow up to an in-person exchange or phone call. Use subject-line emails, if you are short of time. Attend a project management workshop.
8. Don’t rush. Request input before making important decisions. Show draft proposals to trusted associates and give people time to respond. Brainstorm in a small group. “*If you want to go fast, go alone. If you want to go far, go together.*”—African Proverb.
9. Don’t jump to conclusions. Ask open questions and listen carefully to what is being said. Welcome challenges to your initial perception of an event. Note how your view of situations changes when you take time to look below the surface.
10. Regularly request feedback, including how you can improve your performance. Find an informal mentor. For example, is there someone you with whom you can safely share your 360 report? Prepare well for meetings. Reflect, read, study, take and give courses.

Strategizing Language:

- *Let’s go deeper in this situation—what is happening under the surface?*
- *What are the measures of success?*
- *What are our next steps?*
- *Where can I get better? How can I improve?*
- *Let me make sure I understand what you’re trying to say.*
- *My intent is first to understand your point of view, then explain my own.*
- *Thanks for the feedback—we’ll act on it.*
- *I intend to be open about this and I am open to your suggestions.*
- *I need to sleep on this.*

Relating (Lover) “We’re in this Together”

Exceptional Leader Scores in questions #11-15:

360 FEEDBACK _____
SELF ASSESS _____

Team player, seeks to establish connection and affiliation with others which increases productivity, understanding, compassionate, brings fun and play to workplace, listening first, empathizes, passionate, promotes well-being, spontaneous, creative

Too little (Detacher)--disengaged, bored, unfeeling, loner, numb, frozen

Too much (Addict)--no limits or boundaries, too emotional (“bleeding heart”)

Simple Best Practice: Practice the Best Physicians’ *2 Minutes of Listening Rule*. Ask several open questions and listen fully before diagnosing and prescribing. Remember that *One of the sincerest forms of respect is actually listening to what another has to say*. Example: *“What could we do to make this an even more respectful work place? Please take your time, I am listening.”*

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11. Try “walking in the other person’s shoes,” remembering how you felt when you experienced your own unexpected setbacks and losses. Study Brene Brown’s work on the impact of empathy.
12. Keep your word and show respect with everyone regardless of their role or position. Take extra time and be kind with people with whom you feel a flush of bias, knowing that “difficult people” can be our greatest teachers.
13. *Seek first to understand, then to be understood.* Be more comfortable with silence and give others more time to speak. Master asking open questions and be sincerely curious to maximize understanding before diagnosing and prescribing
14. Where appropriate, sincerely ask about family and personal situations. What are the unique interests of each associate? Become known as an exceptional listener.
15. Ask others “How are you?” “How is the project going?” “How can I help?” Seek to collaborate whenever possible including sometimes asking for help even when you think you don’t need it.

Relating Language:

- *I hear what you’re going through, I’ve been through something like that before--it hurt.*
- *Thanks for all you’re doing.*
- *We need your opinion on this. I’m all ears.*
- *Your support and contributions to our team make a big difference.*
- *I get the passion you’re bringing to this project!*
- *I respect and appreciate your work.*
- *Let’s set up a team luncheon soon.*
- *It’s fun and easy working with you.*
- *You’re really contributing to this becoming a respectful workplace.*
- *That’s a big win for us. Let’s do something as a team to celebrate it.*

Inspiring & Tending (Sovereign)
“I Have a Dream”/”Find the Good and Praise It”

Exceptional Leader Scores in questions #16-20:

360 FEEDBACK _____
SELF ASSESS _____

Visioning, empowering and affirming others’ success, building consensus and unity, employs resources wisely, centered and calm in midst of chaos, mentoring, ensuring safe workplace, concerned about the impact of organization on the larger world

Too little (Abdicator)--excessive delegation, panics, deserts project or team

Too much (Tyrant)--exploits, demands, takes the credit at others’ expense

Simple Best Practice: Find the good and praise it three times more than giving challenging feedback. Don’t delay; sincere; specific; face to face with a handshake; end on a positive note; small gift when appropriate. Airline CEO Example (*from video*): “*We’re happy you’ve joined our team and the skill set you bring is a big addition. We hope you stick around! Here’s a cupcake.*”

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16. Write down three things a day that you did well. Don’t overvalue or undervalue your contribution--work to be “comfortable in your own skin.” Share your hard-earned confidence and optimism with others because it is infectious.
17. Make yourself very accessible to direct reports. Let everyone know that you have an *open door policy*. Create a *feedback-rich culture* in your Unit so feedback is seen as a gift rather than as something painful. Know the growth frontier of your people and help them grow. Cultivate and celebrate the wins of others.
18. There is no limit to what can be accomplished if success is shared. “*The same tide lifts all boats.*” *Find the good and praise it* openly and often, knowing that this doesn’t cost anything.
19. Practice acknowledging mistakes and lowering your defenses with a small trusted group so it is easier to do with a bigger group. Inspire and invite others to do the same.
20. Take calculated risks extending “smart trust” beyond your comfort zone--base this on an understanding of both the person and situation. Complete a trust assessment (out of 1-10) for your 5 closest people and come up with one thing you need from them so you can adjust the “trust dimmer switch” one notch higher. Ask yourself *what is eroding my trust of this person and what can I do about it?* Create exceptional check lists to accompany each task and have the completed check list returned to you to build trust (even pilots who have been flying for 40 years must complete checklist every flight and great surgeons are beginning to do the same for every operation).

Inspiring and Tending Language:

- *I’m excited about where our team is heading!*
- *Tell me how I can help. You have my support.*
- *Your track record gives me confidence!*
- *Fault me, not the team because they are doing a great job.*
- *You did a great job and I’m going to let our boss know you did!*
- *I saw what you did, and I’m happy about it, it’s important.*
- *I want our work to make a difference in our community and beyond.*