Leadership Development Planning

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Session 7

Today's Agenda

- Discussion of Leadership Assessment Survey

- Individual Leadership Development Planning

- Alumni Panel

Sloan 4 Capabilities Assessment

- Designed as 360° feedback instrument

  - part of an on-going research project

- Distribution of responses

  - 45 self-assessment

  - 40 received feedback from others

    - 34 from managers [1-4 per student]

    - 40 from peers [1-12 per student]

    - 13 from direct reports [1- 5 per student]

    - 14 from customers [1-3 per student]

Typical Response to Feedback

S = shock

A = anger
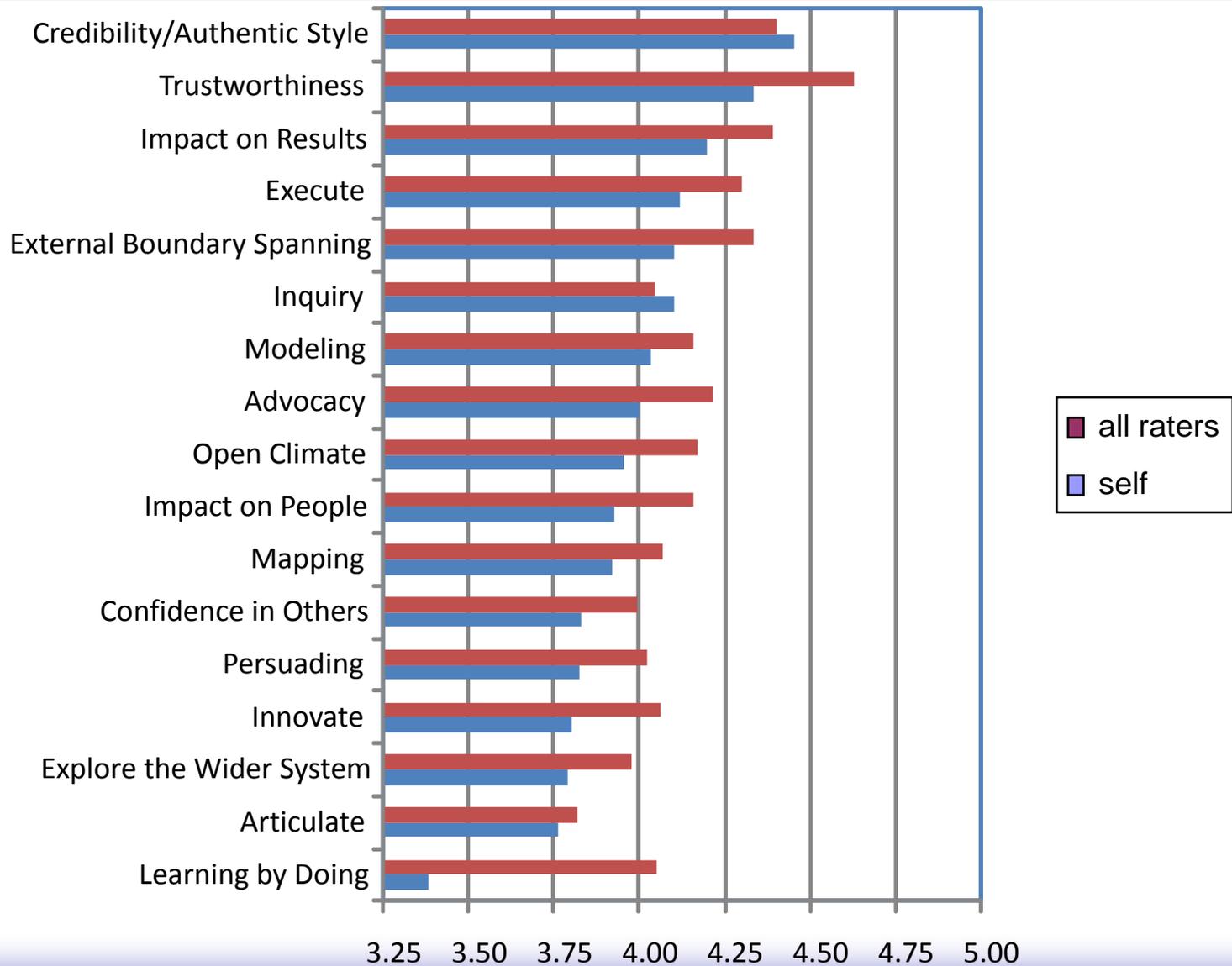
R = rejection

A = action

Interpreting the Feedback

- Look for differences that are greater than one
- Look for patterns, e.g., tendency to rate self higher/lower than others
  - Self-image vs. others' perceptions
- Think out your reference points vs. others'
  - Expectations
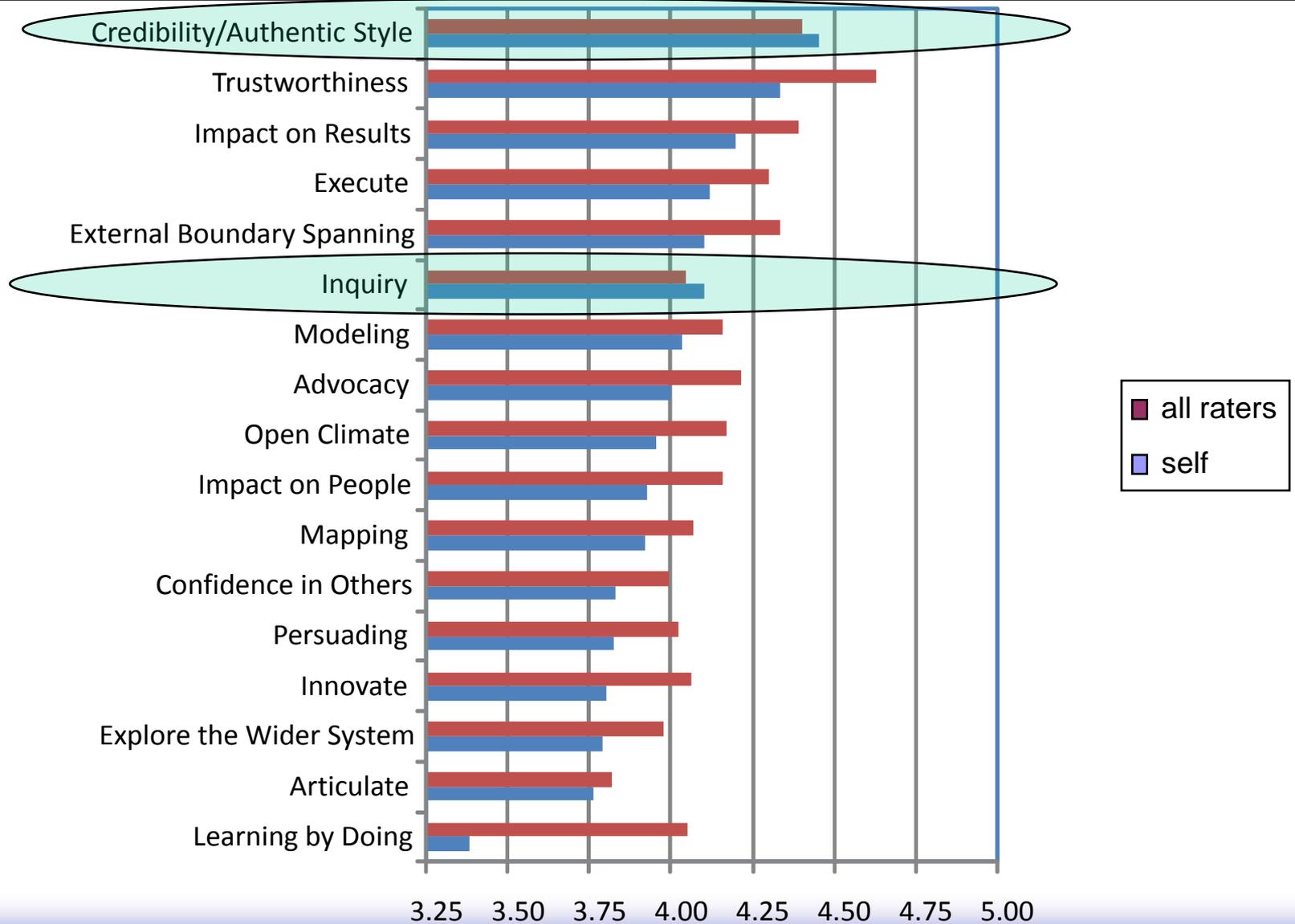 - Cultural differences
  - Organizational norms

Key Questions to Consider

- ## Do I understand the feedback?
  - Your intent $\neq$ way things are perceived by others

- ## Is it valid/accurate?
  - Perception is reality

- ## Is it important?
  - Link to career goals

- ## Do I want to change?
  - Choice is yours

LGO11 Cohort

LGO11 Cohort

Credibility/Authentic Style
Trustworthiness
Impact on Results
Execute
External Boundary Spanning
Inquiry
Modeling
Advocacy
Open Climate
Impact on People
Mapping
Confidence in Others
Persuading
Innovate
Explore the Wider System
Articulate
Learning by Doing

■ all raters
■ self

3.25 3.50 3.75 4.00 4.25 4.50 4.75 5.00

LGO11 Cohort

Credibility/Authentic Style	Self	Manager	Peer	Direct Report	Customer
Wins the respect of others in the organization.	4.51	4.57	4.48	4.17	4.69
Wins the trust of others in the organization.	4.51	4.39	4.37	4.27	4.57
Builds personal credibility.	4.64	4.63	4.43	4.09	4.73
Leads in a way that people recognize as his/her own personal style.	4.07	4.22	4.06	3.96	4.30
Leads in a way that feels authentic.	4.30	4.61	4.15	4.09	4.54
Leads in keeping with his/her own personal values.	4.70	4.64	4.35	4.21	4.52

Inquiry	Self	Manager	Peer	Direct Report	Customer
Tries to look at things from the perspective of others.	4.49	4.13	3.97	4.10	4.43
Tries to imagine how his/her actions will affect things that are important to others.	3.98	4.05	4.02	3.75	4.50
Tries to understand why particular issues hold emotional significance for others.	4.02	3.93	3.92	4.13	4.30
Tries to look at matters in terms of others' personal concerns.	3.91	3.97	3.90	4.01	4.43

LGO11 Strengths [scores above 4.5]

	Self	All Raters
Leads in keeping with his/her own personal values.	4.70	4.48
Builds personal credibility.	4.64	4.50
Wins the respect of others in the organization.	4.51	4.52
Wins the trust of others in the organization.	4.51	4.41
Never misleads people even if it would benefit him/her.	4.43	4.80
Sound principles guide his/her behavior.	4.42	4.54
Successfully meets performance targets.	4.42	4.53
Words and actions are very consistent.	4.36	4.61
Does not take advantage of people who are vulnerable.	4.14	4.56

LGO11 Opportunities [scores at/below 3.5]

	Self	All Raters
Creates pilot projects to test whether new ideas will succeed in his/her organization.	3.05	3.83
Initiates new courses of action to determine how the organization will respond.	3.18	3.88
Develops non-traditional ways of working together to get the job done.	3.38	3.91
Seeks out divergent views about important issues to spark new ways of thinking about organizational issues.	3.42	3.85
Paints a picture of what the organization will be like in the future.	3.43	3.51
Provides distinctive insights about how the organization is functioning.	3.49	3.82
Creates a compelling vision of new possibilities for the organization.	3.50	3.75

LGO11 Opportunities [positive self-perception ≥ .1]

	Self	All Raters
Tries to look at things from the perspective of others.	4.49	4.09
Leads in keeping with his/her own personal values.	4.70	4.48
Sets high expectations for what the organization can do.	4.20	4.05
Builds personal credibility.	4.64	4.50
Assists people in planning, scheduling, organizing and coordinating efforts.	4.36	4.25
Wins the trust of others in the organization.	4.51	4.41

Pulling It Together

- Where we have been
  - multiple perspectives on leadership
    - personal characteristics
    - situational
    - transformational/change management
    - distributed
- Where we are going
  - learning to lead
    - leadership is a developmental process
    - learn from experience
  - personal leadership development planning
    - use 360° leadership assessment and summer team peer feedback as inputs
    - create and build upon opportunities to develop your leadership competency
   - set concrete goals

Learning to Lead

- Personal discovery

- Use of all communication modes
  - talking, listening, reading, writing

- Active learning
  - Find activities/practice fields that make sense to you

- Recognition that change requires immense personal effort

Additional Resources

- Alumni Mentor

- 1-on-1 discussion with Jan

- 1-on-1 discussion with Bill Hanson (Fall)

Leadership Development
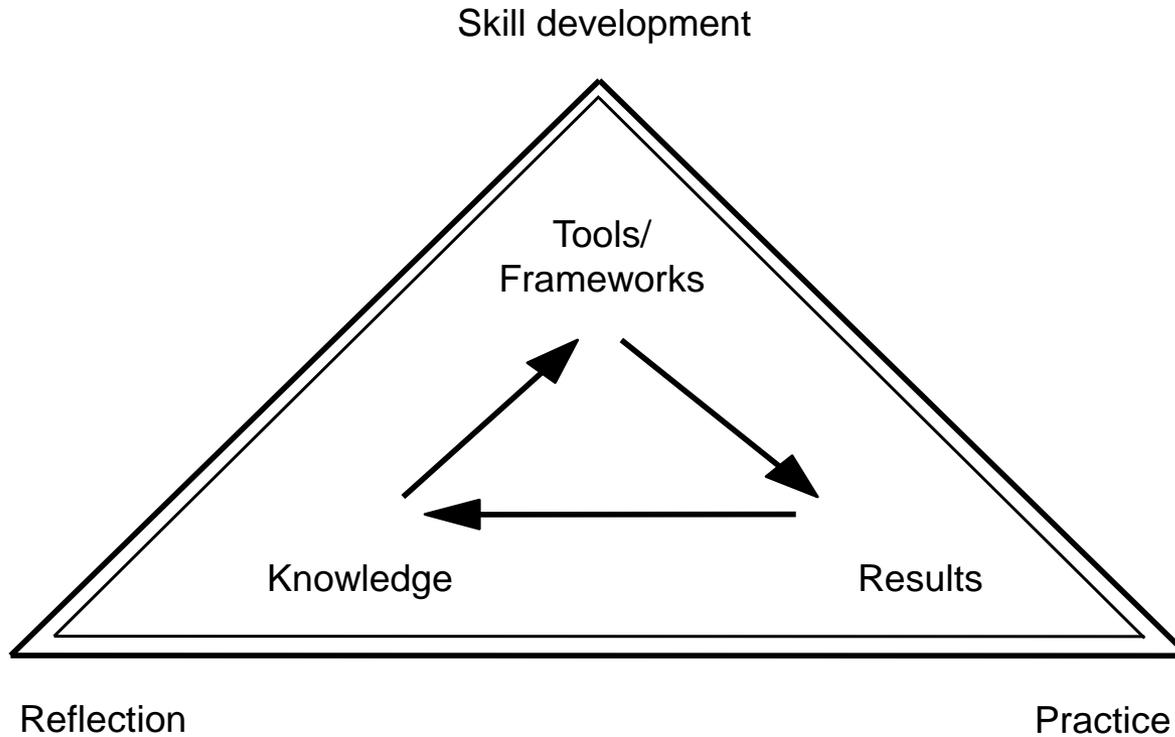
Self-Leadership

- Successful leadership starts with knowing and leading oneself
  - Values and passions
  - Strengths and weaknesses
  - Leadership signature
  - Reaction to stress and adversity
    - Reflecting on pivotal experiences

LGO07 Leadership Committee Challenge

All students will challenge themselves to develop their leadership potential through experimenting and growing outside their comfort zone and leaving a sustainable legacy.

Personal Development Planning

- What does leadership means to you personally?
- What are your leadership strengths and development needs
- What are you passionate about?
- What legacy would you would like to leave behind from your time in LGO?
- Begin to formulate a project/plan that will help you achieve your personal goals and objectives

Deliverable:

- Memo to yourself (4-5 pages)

Alumni Panel

- What did you learn about leadership and your own leadership capabilities during your time in LGO?

- What specific activities were most helpful to you in strengthening your leadership competencies?

- What do you wish you would have done but didn't find time to do during the two years you were in LGO?

Peer Input

- In triads -- 10 minutes each:

    – What are you passionate about?

    – What legacy might you leave behind when you graduate?

    – How will that help you further develop your leadership competencies?

Summer Take-Aways (so far)

Team assignment:

- What are the key take-aways from this summer's leadership discussion?

- Identify the three "lessons" you will carry with you in your leadership journey?

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