

# LEAD II

LEADERSHIP TRAINING

**Post-Assessment Results & Making  
Commitments**

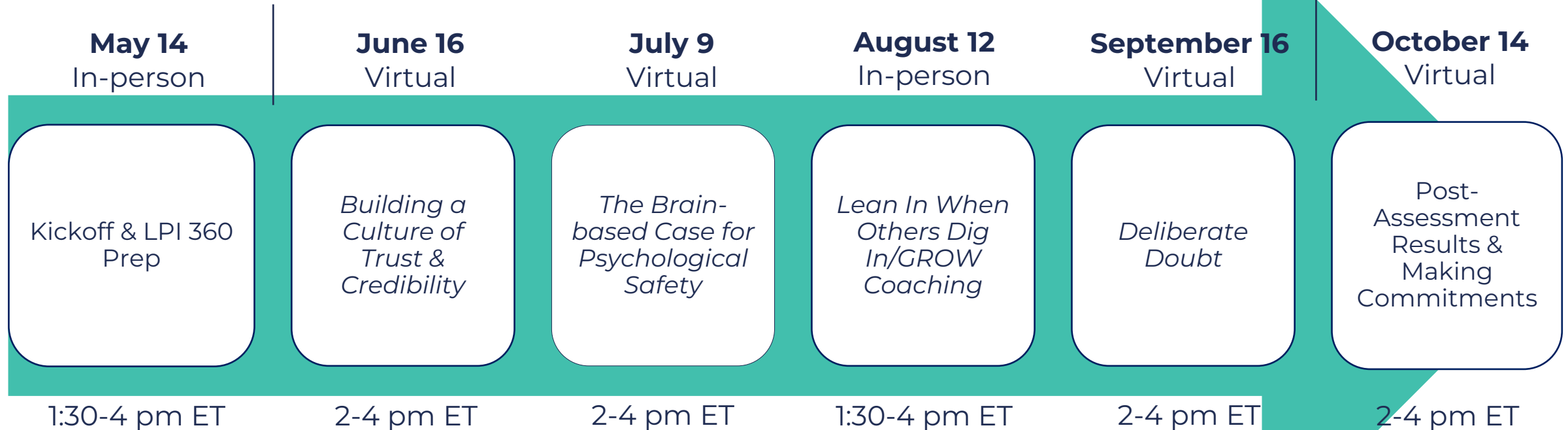
**HRD\***

A LEADERSHIP DEVELOPMENT COMPANY

# LEAD Level 2 (For Graduates of LEAD)

## LPI 360 Pre-Assessment

## LPI 360 Post-Assessment



**Ongoing: Accountability Partnerships, Homework and Application Exercises**

# The Throughline Across LEAD 2

## TRUST + CREDIBILITY

Can people rely on you?

## PSYCHOLOGICAL SAFETY

Can people speak honestly with you?

HOW OTHERS  
EXPERIENCE YOUR  
LEADERSHIP

## LEAN IN + GROW

Can you stay constructive when tension rises?

## DELIBERATE DOUBT

Can you question your first interpretation?

*Your LPI feedback offers another view of how these choices are showing up in your everyday leadership.*

# Ice Breaker

What is one leadership behavior you approach differently now than when LEAD 2 began?  
Which session or concept helped create that shift?



# Opportunity to Tell Your Story!

- Opportunity for you to capture and share the story of your growth on video
- Reflect on how far you've come and inspire others
- All submissions entered into a raffle for a \$50 Amazon gift card! **(Per cohort!)**

**We can't wait to hear your story!**



# Objectives

- Review Group Results
- Use individual results to focus plans for continued leadership growth
- Connect LPI insights to concepts from across LEAD 2

| 5 Practices             | 30 Leadership <u>Behaviors</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Model the Way           | <ul style="list-style-type: none"> <li>• Set a personal example of what you expect of others.</li> <li>• Make certain that people adhere to the principles and standards that have been agreed upon.</li> <li>• Follow through on promises and commitments you make.</li> <li>• Ask for feedback on how your actions impact others.</li> <li>• Build consensus around a common set of values for running our organization.</li> <li>• You are clear about your philosophy of leadership.</li> </ul>                                  |
| Inspire a Shared Vision | <ul style="list-style-type: none"> <li>• Talk about future trends that will influence how our work gets done.</li> <li>• Describe a compelling image of what our future could be like.</li> <li>• Paint the “big picture” of what we aspire to accomplish.</li> <li>• Appeal to others to share the dream of the future.</li> <li>• Show others how their long-term interests can be realized by enlisting in a common vision.</li> <li>• Speak with genuine conviction about the higher meaning and purpose of our work.</li> </ul> |
| Challenge the Process   | <ul style="list-style-type: none"> <li>• Seek out challenging opportunities that test your own skills and abilities.</li> <li>• Challenge others to try out new and innovative ways to do their work.</li> <li>• Actively search for innovative ways to improve what we do.</li> <li>• Ask “what can we learn?” when things don’t go as expected.</li> <li>• Identify milestones that keep the project moving forward.</li> <li>• Take initiative in anticipating and responding to change.</li> </ul>                               |
| Enable Others to Act    | <ul style="list-style-type: none"> <li>• Develop cooperative relationships among the people you work with.</li> <li>• Actively listen to diverse points of view.</li> <li>• Treat people with dignity and respect.</li> <li>• Involve people in the decisions that directly impact their job performance.</li> <li>• Give people a great deal of freedom and choice in deciding how to do their work.</li> <li>• Ensure that people grow in their jobs by learning new skills and developing themselves.</li> </ul>                  |
| Encourage the Heart     | <ul style="list-style-type: none"> <li>• Praise people for a job well done.</li> <li>• Make it a point to let people know about your confidence in their abilities.</li> <li>• Make sure that people are creatively recognized for their contributions.</li> <li>• Publically recognize people who exemplify commitment to shared values.</li> <li>• Tell stories of encouragement about the good work of others.</li> <li>• Get personally involved in recognizing people and celebrating accomplishments.</li> </ul>               |



# KEEP IN MIND . . .

- There are no “bad” and “good” scores—only opportunities to become a better leader.
- Look for *messages* in the data—look for themes.
- Remember that the observers are anonymous—you will never know for certain who D2 or C3 is.
- This is *another snapshot in time* that reflects your leadership.
- For many, it’s not an apples-to-apples comparison.

# What is SIGNIFICANT?

## **Behavior = .7**

# What is SIGNIFICANT?

Using pgs. 2-4, identify where  
YOU had significant growth for  
each behavior.

## Re-Assessment Data by Leadership Behavior

This page compares your most recent responses with the responses from your previous LPIs, sorted from most frequent to least frequent by the most recent average Observer responses. The Change (CHG) column shows the difference in Self responses and Observers' average responses for each behavior between your most recent and second most recent completed assessments.

|                                                                                                |     | CHG  | MAY<br>2017 | AUG<br>2015 |
|------------------------------------------------------------------------------------------------|-----|------|-------------|-------------|
| 14. Treats others with dignity and respect                                                     | S   | -1.0 | 9.0         | 10.0        |
|                                                                                                | AVG | 0.2  | 9.6         | 9.4         |
|                                                                                                | M   | -1.0 | 9.0         | 10.0        |
| 11 Follows through on promises and commitments he/she makes                                    | S   | 1.0  | 9.0         | 8.0         |
|                                                                                                | AVG | 0.4  | 9.4         | 9.0         |
|                                                                                                | M   | -1.0 | 9.0         | 10.0        |
| 23. Identifies measurable milestones that keep projects moving forward*                        | S   | 1.0  | 8.0         | 7.0         |
|                                                                                                | AVG | 0.1  | 9.1         | 9.0         |
|                                                                                                | M   | -1.0 | 8.0         | 9.0         |
| 5. Praises people for a job well done                                                          | S   | 0.0  | 9.0         | 9.0         |
|                                                                                                | AVG | 0.0  | 9.0         | 9.0         |
|                                                                                                | M   | -1.0 | 8.0         | 9.0         |
| 4. Develops cooperative relationships among the people he/she works with                       | S   | -1.0 | 9.0         | 10.0        |
|                                                                                                | AVG | -0.1 | 8.9         | 9.0         |
|                                                                                                | M   | 1.0  | 9.0         | 8.0         |
| 24. Gives people a great deal of freedom and choice in deciding how to do their work           | S   | 0.0  | 9.0         | 9.0         |
|                                                                                                | AVG | 0.9  | 8.9         | 8.0         |
|                                                                                                | M   | 0.0  | 8.0         | 8.0         |
| 6. Makes certain that people adhere to the principles and standards that have been agreed upon | S   | 1.0  | 8.0         | 7.0         |
|                                                                                                | AVG | 0.0  | 8.7         | 8.7         |
|                                                                                                | M   | 0.0  | 9.0         | 9.0         |
| 29. Ensures that people grow in their jobs by learning new skills and developing themselves    | S   | 2.0  | 9.0         | 7.0         |
|                                                                                                | AVG | 0.6  | 8.7         | 8.1         |
|                                                                                                | M   | 0.0  | 9.0         | 9.0         |
| 27. Speaks with genuine conviction about the higher meaning and purpose of our work            | S   | 0.0  | 9.0         | 9.0         |
|                                                                                                | AVG | 1.2  | 8.6         | 7.4         |
|                                                                                                | M   | 0.0  | 6.0         | 6.0         |
| 30. Gets personally involved in recognizing people and celebrating accomplishments*            | S   | -1.0 | 9.0         | 10.0        |
|                                                                                                | AVG | -0.1 | 8.6         | 8.7         |
|                                                                                                | M   | -2.0 | 8.0         | 10.0        |
| 3. Seeks out challenging opportunities that test his/her own skills and abilities              | S   | 0.0  | 9.0         | 9.0         |
|                                                                                                | AVG | -0.3 | 8.4         | 8.7         |
|                                                                                                | M   | -1.0 | 8.0         | 9.0         |

\*This LPI statement was substantially updated as of May 2017.

|        |           |                                       |            |
|--------|-----------|---------------------------------------|------------|
| S—Self | M—Manager | AVG—Average of all Observer responses | CHG—Change |
|--------|-----------|---------------------------------------|------------|

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What is SIGNIFICANT?

**Behavior = .7**

**Practice Area = 1.5**

# What is SIGNIFICANT?

Using p. 1, identify where YOU had significant growth in each practice area, by observer group.

As you review your results, identify:

- One affirmation
- One surprise
- One pattern you want to understand better

## Re-Assessment Data by Leadership Practice

This page compares your most recent scores with the scores from your previous LPI, grouped by Observer type. The Change column shows the difference in Self responses and Observers' responses for each practice between your most recent and second most recent completed assessments.

|                                                                                                                    |                   | CHANGE | MAY 2017 | AUG 2015 |
|--------------------------------------------------------------------------------------------------------------------|-------------------|--------|----------|----------|
|                                                                                                                    | RESPONDED/INVITED |        | 7/7      | 7/7      |
|  <b>Model the Way</b>           | Self              | 6.0    | 52       | 46       |
|                                                                                                                    | Average           | 3.0    | 50.1     | 47.1     |
|                                                                                                                    | Manager           | 2.0    | 50       | 48       |
|                                                                                                                    | Direct Report     | -3.5   | 44       | 47.5     |
|                                                                                                                    | Co-Worker         | 9.4    | 54.7     | 45.3     |
|                                                                                                                    | Other             | -2.0   | 49       | 51       |
|  <b>Inspire a Shared Vision</b> | Self              | 8.0    | 52       | 46       |
|                                                                                                                    | Average           | 1.4    | 41.4     | 40       |
|                                                                                                                    | Manager           | -7.0   | 31       | 38       |
|                                                                                                                    | Direct Report     | -7.5   | 40       | 47.5     |
|                                                                                                                    | Co-Worker         | 10.7   | 48       | 37.3     |
|                                                                                                                    | Other             | -8.0   | 35       | 43       |
|  <b>Challenge the Process</b>   | Self              | 1.0    | 45       | 44       |
|                                                                                                                    | Average           | 0.0    | 45.9     | 45.9     |
|                                                                                                                    | Manager           | -11.0  | 38       | 49       |
|                                                                                                                    | Direct Report     | -7.5   | 39       | 46.5     |
|                                                                                                                    | Co-Worker         | 7.3    | 51.3     | 44       |
|                                                                                                                    | Other             | 5.0    | 51       | 46       |
|  <b>Enable Others to Act</b>    | Self              | -1.0   | 52       | 53       |
|                                                                                                                    | Average           | 2.8    | 52.7     | 50.9     |
|                                                                                                                    | Manager           | 2.0    | 52       | 50       |
|                                                                                                                    | Direct Report     | 3.0    | 53       | 50       |
|                                                                                                                    | Co-Worker         | 2.0    | 53       | 51       |
|                                                                                                                    | Other             | -1.0   | 52       | 53       |
|  <b>Encourage the Heart</b>   | Self              | 4.0    | 54       | 50       |
|                                                                                                                    | Average           | 2.9    | 50       | 47.1     |
|                                                                                                                    | Manager           | -6.0   | 48       | 54       |
|                                                                                                                    | Direct Report     | 1.5    | 49       | 47.5     |
|                                                                                                                    | Co-Worker         | 5.7    | 50.7     | 45       |
|                                                                                                                    | Other             | 6.0    | 52       | 46       |

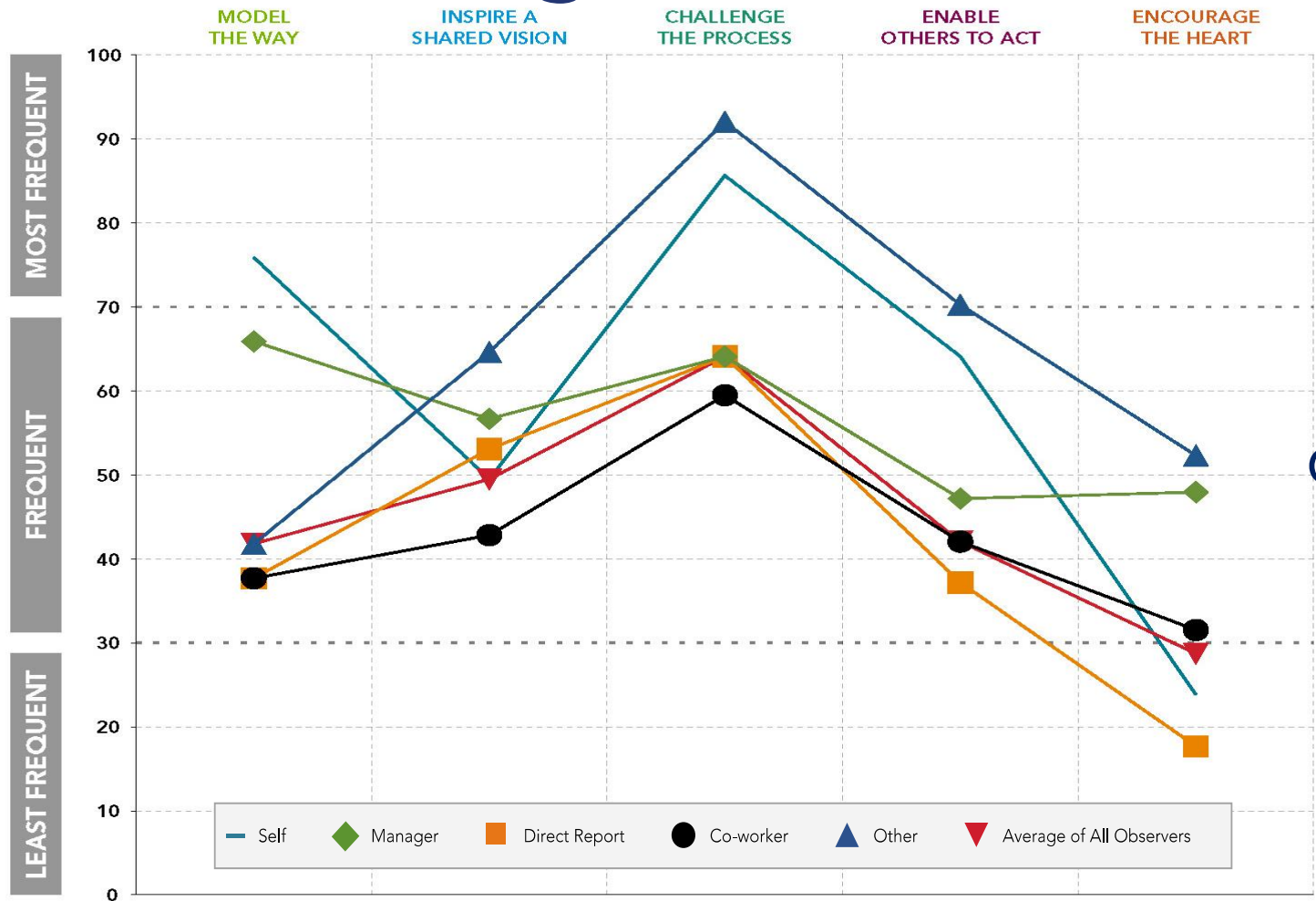
INVITED—Number of Observers invited RESPONDED—Number of Observers who responded AVERAGE—Average of all Observer responses

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As you review your results, identify:

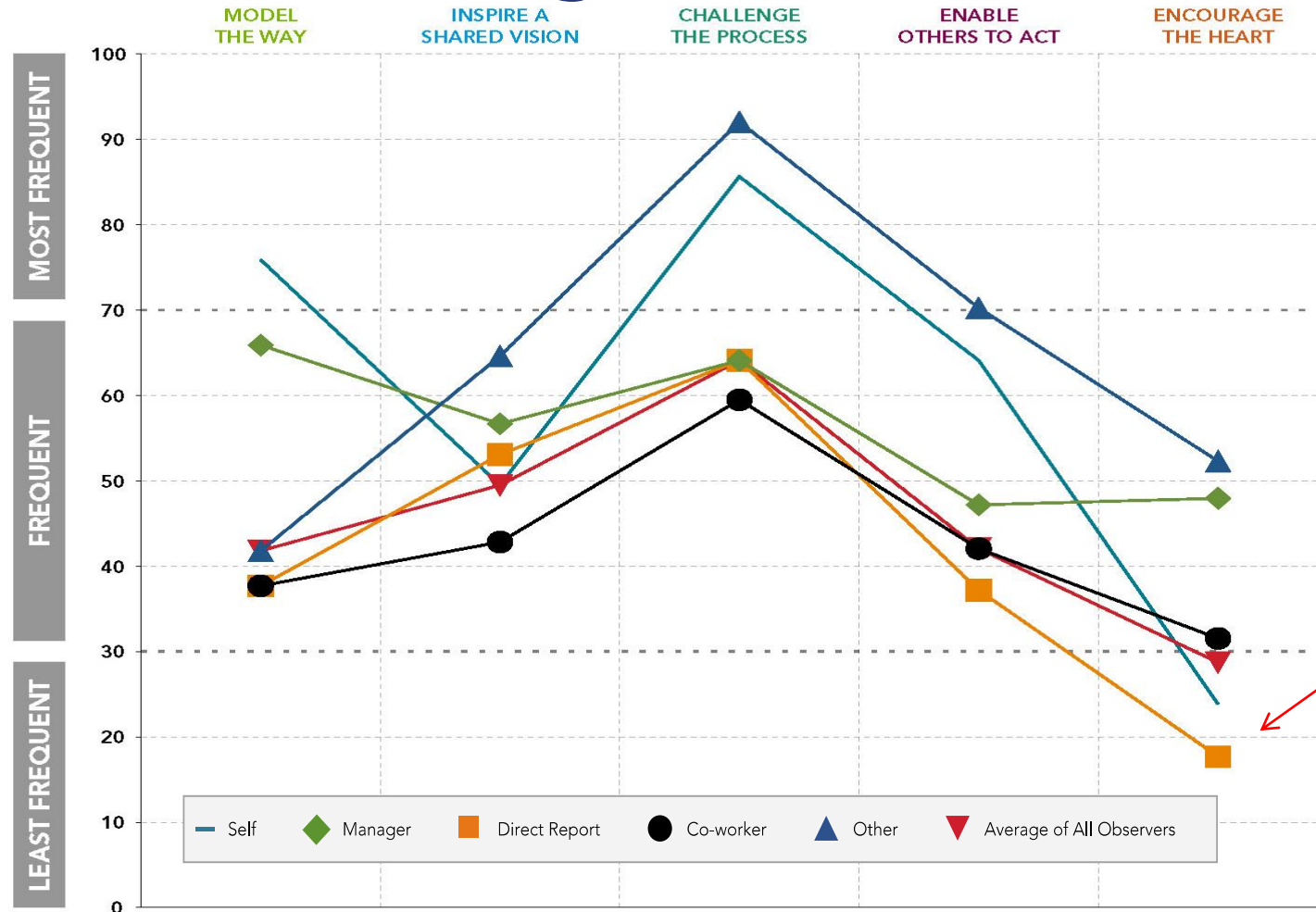
- One affirmation
  - One surprise
  - One pattern you want to understand better
- 
- Now in pairs, discuss: Which pattern feels most important to your leadership, and why?

# Percentile Ranking



Where your scores fall in comparison to others.

# Percentile Ranking



**Her Direct Report score is below the 20<sup>th</sup> percentile** – 80% of the direct reports in the database rated their leaders higher than Amanda's direct reports rated her.

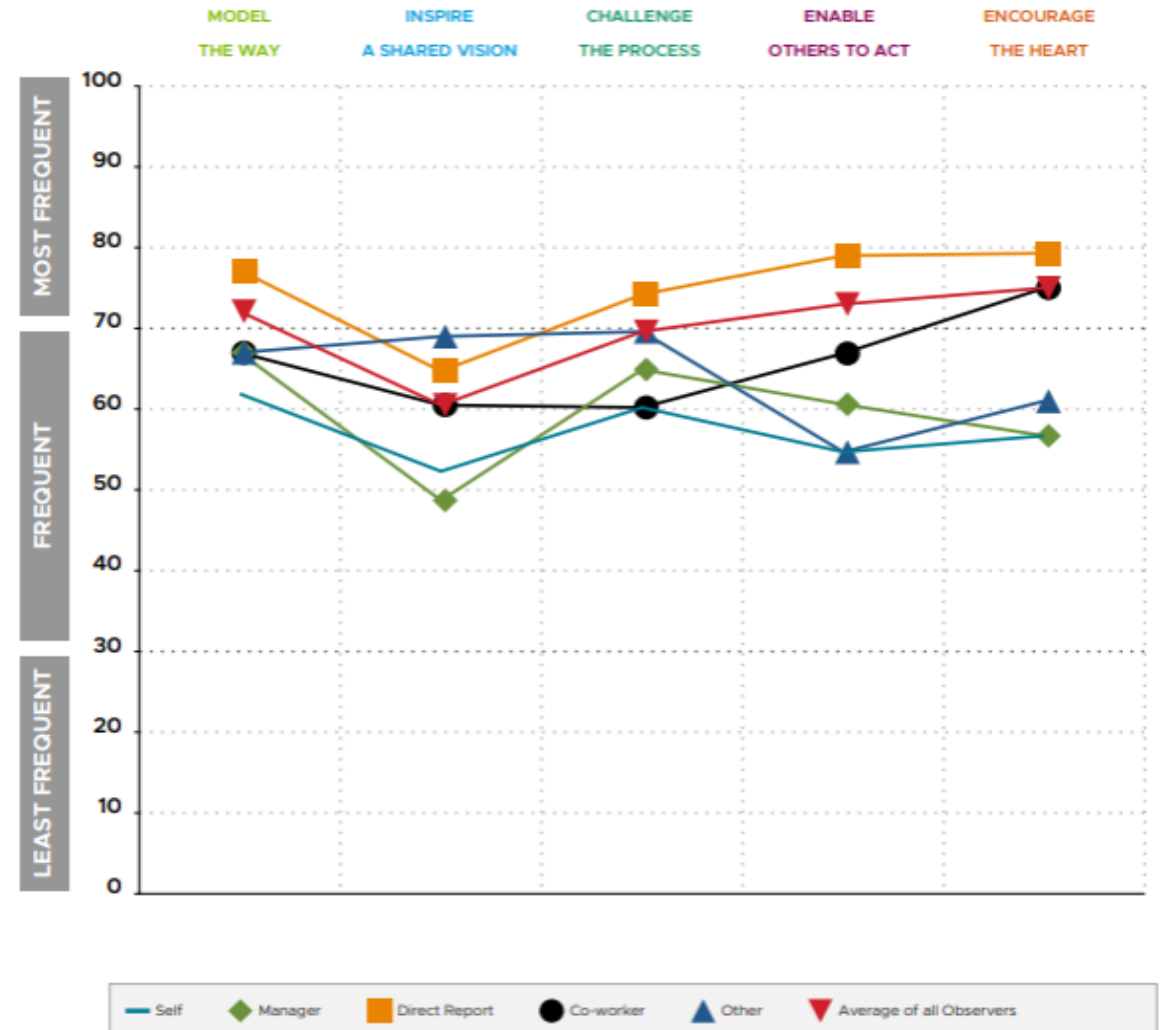
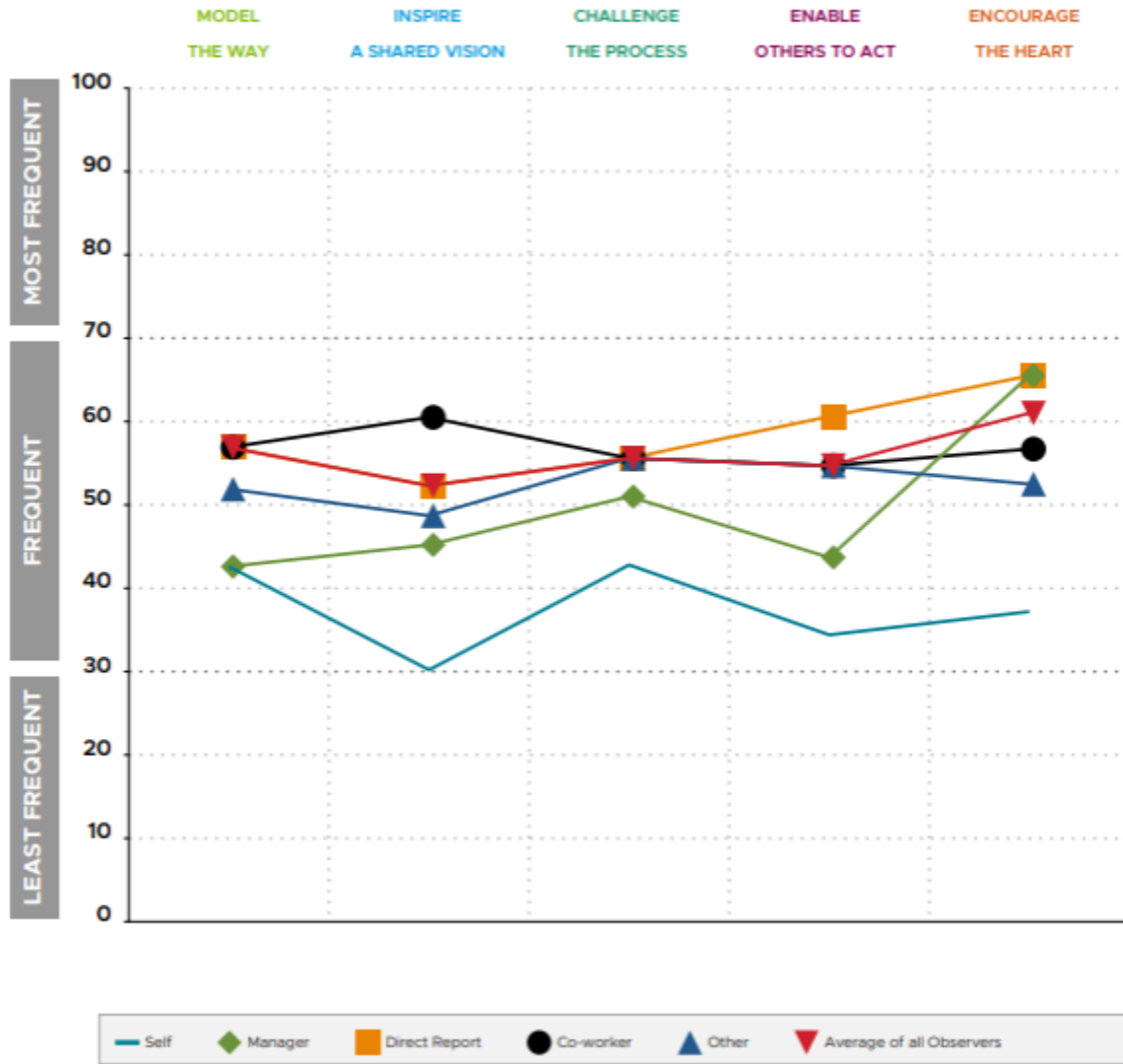
# Assessment Data by Practice Area

| Rehab LEAD 2, Cohort 4  | Pre LPI |      | Post LPI |      | Difference |     |
|-------------------------|---------|------|----------|------|------------|-----|
| Practice Areas          | Self    | Avg  | Self     | Avg  | Self       | Avg |
| Model the Way           | 46.9    | 49.6 | 51.4     | 52.5 | 4.5        | 2.9 |
| Inspire a Shared Vision | 40.4    | 47.3 | 47.3     | 49.2 | 6.9        | 1.9 |
| Challenge the Process   | 45.1    | 48.1 | 48.5     | 50.5 | 3.4        | 2.4 |
| Enable Others to Act    | 48.2    | 52   | 52.3     | 54.6 | 4.1        | 2.6 |
| Encourage the Heart     | 44.9    | 50.7 | 49.5     | 54   | 4.6        | 3.3 |

# Assessment Data by Observer Group

| Rehab LEAD 2, Cohort 4  | Pre LPI |      |      |      | Post LPI |      |      |    | Difference |     |     |     |
|-------------------------|---------|------|------|------|----------|------|------|----|------------|-----|-----|-----|
| Practice Areas          | Mgr     | DR   | C    | O    | Mgr      | DR   | C    | O  | Mgr        | DR  | C   | O   |
| Model the Way           | 47      | 50.3 | 49.6 | 49.3 | 51.7     | 53.7 | 51.5 | 52 | 4.7        | 3.4 | 1.9 | 2.7 |
| Inspire a Shared Vision | 44.8    | 46.8 | 48.6 | 45.5 | 46.3     | 50.2 | 48.6 | 51 | 1.5        | 3.4 | 0   | 5.5 |
| Challenge the Process   | 47.2    | 48.3 | 48.2 | 47.8 | 50       | 52.3 | 48.8 | 51 | 2.8        | 4   | 0.6 | 3.2 |
| Enable Others to Act    | 49.5    | 52.7 | 51.9 | 51.8 | 53       | 55.5 | 54   | 52 | 3.5        | 2.8 | 2.1 | 0.2 |
| Encourage the Heart     | 52      | 52   | 49.5 | 48.5 | 50.3     | 54.7 | 54.1 | 51 | -1.7       | 2.7 | 4.6 | 2.5 |

# Group Percentile Ranking PRE-POST



# Group Focus Behaviors (from completed assessments)

- **16.7%** of participants went up in all
- **100%** went up in at least 1
- **56%** improvement out of the total behaviors selected across participants

# Engaging Your Observers . . .

- Thank your observers and let them know that you appreciate the feedback.
- Talk with your team about the key messages from the reassessment. Share your key takeaways and your commitments to ongoing development.
- Talk specifically with your manager about his or her feedback – this is a great opportunity to align with him or her.

# Reflection

Looking across your LPI feedback and the full LEAD 2 experience:

- What is one way you lead differently now? What evidence, from the LPI or elsewhere, suggests that change is visible?
- Which two program concepts connect most strongly for you? How do they reinforce each other?
- Which LPI behavior is your next growth edge? Which program concept will help you work on it?

# Your Growth

Looking across your LPI feedback—initial and/or reassessment—and the full LEAD 2 experience:

- What is one way you lead differently now? What evidence, from the LPI or elsewhere, suggests that change is visible?
- Which two program concepts connect most strongly for you? How do they reinforce each other?
- Which LPI behavior is your next growth edge? Which program concept will help you work on it?

# Develop Your Growth Plan

On your own, complete your IDP (2 or 3 columns).

Specify which tool(s) or concept(s) from this leadership-development program you will use to accomplish that goal:

- Leadership behaviors from your LPI 360
- Building Trust & Credibility
- Psychological Safety
- Lean In: Strategies for communicating with others when you disagree
- GROW Coaching
- Deliberate Doubt

# Small Group Discussion

In breakout groups discuss your next goals.

- Share your IDP goals.
- Share one priority goal and your first planned action. Listeners should help the person answer:
  - What would make this more specific?
  - What might get in the way?
  - How—and from whom—will you know it is working?
- How will you hold yourselves accountable for your new commitments?

# Closing Commitments

Share:

- The leadership commitment I am leaving LEAD 2 with is...
- The first visible action someone will see is...



# Feedback is a Gift!



# Your Next Steps

- Keep leaning into your leadership behaviors from the LPI 360.
- Finish your IDP by adding one or two more goals.
- Commit to continued growth in your leadership practice by sticking to your IDP!