

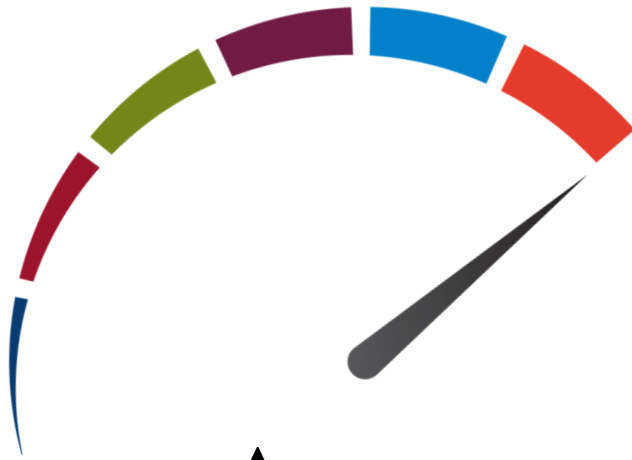
Guidebook to:

Inspiring Bold Action Through Assessment and Feedback



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Assessment is often a leader's first exposure to an accelerated development process. This is a moment that should spark curiosity, imagination, confidence, and drive. But instead of creating energy, it often drains it.



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A devastating mistake is to use cheap, **deceptive data** to make **crucial decisions** about how to grow and deploy talented, complex human beings.



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Assessment should generate ENERGY

How? 4 ways:

1. **Better data that sparks bolder development:**

Acceleration-focused intelligence provides a more accurate window into what will happen in future leadership scenarios, enabling better, bolder development.

2. **More in-depth insights that increase self-awareness:**

More personalized, experiential assessment approaches provide far deeper insight into how one's own tendencies will play out in future situations.



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Assessment should generate ENERGY

3. **More accurate data that reduces the rate of failure:**

Data aligned to your organization's context facilitates better decision making about whom to place into key roles, dramatically reducing failure rates.

4. **More use of feedback:**

Leaders who receive feedback from acceleration-focused assessment are more likely to seek and use feedback from others back in the workplace.



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You can sort out the complex array of options, and **choose assessments that work** in your **context**, at the **scale** that fits your organization.



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The BIG Question:
**How can I use assessment to inspire
bolder, more aggressive
development action ?**



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The Answer: By Rethinking Feedback



Assess

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DDI 



“ Feedback is not simply about delivering a message. It is about creating insight that reframes thinking about leadership, and jolts leaders into taking new, bolder action.. ”



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“ By creating **insight**,
feedback builds value for
growth before leadership
challenges arise...”



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Start With the Business, Then Move to Behavior

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The Order of Feedback is Critical

1. Start with the business:

Ensure that the participant first hears feedback through the lens of your top strategic priorities.

2. Then, move on to behavior & personality:

Cascade strategic priorities to his or her role requirements and personal needs.



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Use Key Actions

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Dive Deeper into Competencies

Competencies are clusters of related behaviors, but a leader does not necessarily need to be good at every behavior...

Pinpoint the specific behaviors (Key Actions) that will improve a leader's effectiveness.



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Don't be Satisfied With Agreement

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Push the Learner to Take Ownership

Come equipped with a well-prepared point of view about the individual, backed by reliable data and observations from an assessment process...

AND...

Ask the learner to state an understanding of the messages and personally interpret them.



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Envision a Future Star Who Has Learned From Past Failures

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“Feedback often fails to have impact because it overemphasizes the person in the past.”



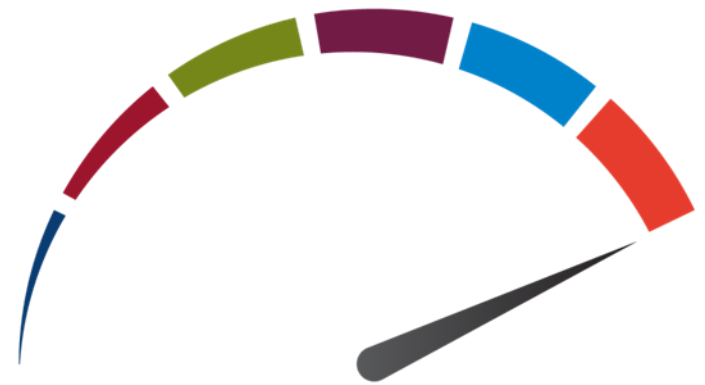
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Take a Balanced Approach

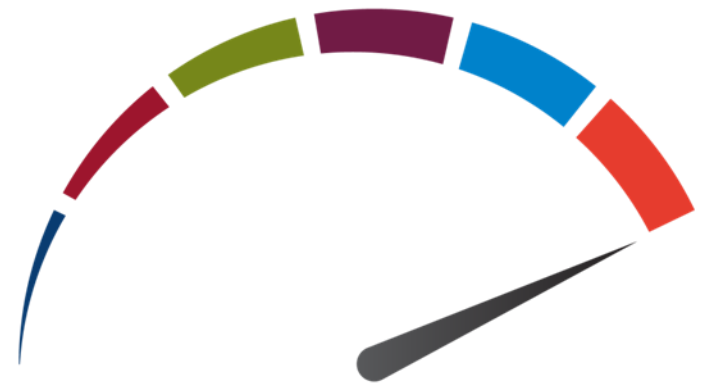
Convey the important points about past behavior.



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Take a Balanced Approach

But also concentrate on how new, different behaviors will positively impact future situations.



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Provoke Personal Reflection

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Be a Provocateur

- Reframe problems with stories/examples.
- Balance between questions and open sharing of perspectives.
- Challenge the learner to think more rigorously about different approaches.
- Use silence and allow space for reflection.



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Stay Focused on the Right Kind of Tension

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Build Tension...

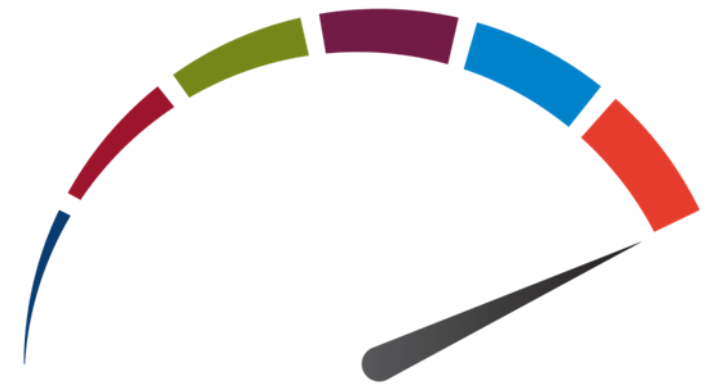
Remain focused on a healthy, optimistic tension between the learner and their future (the leadership level toward which they aspire).



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...And Build Confidence

Emphasize how strengths can be maximized and aspirations met by addressing underlying growth areas.



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Now Review

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Inspire Action

- Start with a discussion about the business, then move to personal behavior.
- Point out key actions to improve a leader's effectiveness.
- Don't be satisfied with agreement.
- Encourage learning from past failures to influence future success.
- Provoke personal reflection.
- Stay focused on the right kind of tension.



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“Great feedback is guided self-discovery.”



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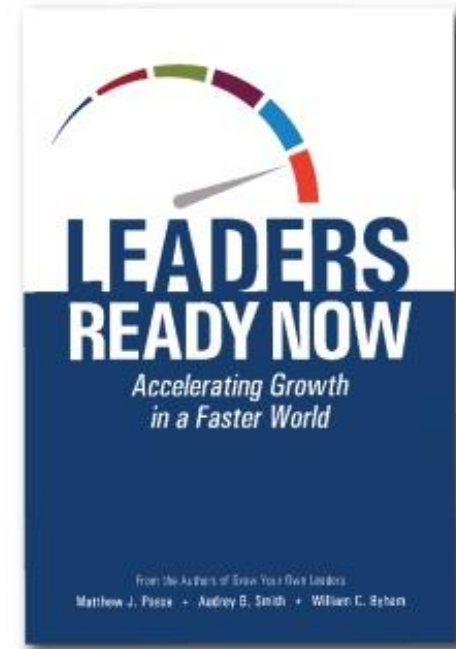
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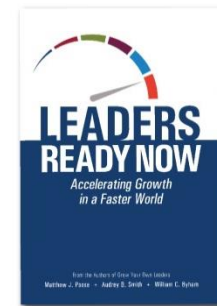
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*to accurately evaluate readiness gaps
and give great feedback:*

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Thank You



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