**4.3 Performance & Learning Feedback**

The intend of this exercise is two-fold:

1. Examine your interviewees experiences in arriving/ settling into the current role
2. Obtain advices to you how you can accelerate your adjustment, learning, personal growth in the role

You can choose to use a variety of ways to download learnings, here are two question guides:

1. Arriving in this role – in general terms:

* How did you arrive in your current role?
  + By evolution of the organization –
    - How is your role different today from 2-3-5 years ago?
    - What was the signs that you needed more of something, less of others?
    - How did you go about designing a new scope of your work?
      * What was the negotiables/ non-negotiables?
    - Implementing your new role design – what can you tell me about it?
      * Easy wins? Complications?
      * Who help you along the way?
      * Which advices have you been most thankful for getting/ taking?
    - How do you overall fell settled now?
    - How do you see the design of the role last?
      * What may you need to add?
        + Skills/ perspectives
        + Values/ Leadership functions
        + Performance levels?
        + Personal maturity and growth?
      * How do you intend to go about it?
  + Being promoted to the role?
    - How did you prepare yourself for the role and responsibility?
    - Arriving in the job – what do you remember to be;
      * The easy part?
      * The semi-difficult learning?
      * The vary difficult part to learn?
    - Who helped you settle?
      * Which advices where particular helpful?
    - Growing settled in the role – which aspects have you found -
      * Comfortable to adapt to?
      * Semi-difficult
      * Still difficult to deal with?
    - Which learnings would you give to me based on your experience?
    - Going forward in your role – how will/ should it devevelop?
      * What may you need to add?
        + Skills/ perspectives
        + Values/ Leadership functions
        + Performance levels?
        + Personal maturity and growth?
      * How do you intend to go about it?

2.

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| How Important Is?/  Should I Learn?/ Which NEW Standard Is Expected?  How? | PERFORMANCE LEADERSHIP |
| * Develop, in part or in full a clear direction and "picture" for the future of the business? * Create a long term, big picture view for my part of the business? * Prioritize changing established thinking? * Create a climate that supports future based thinking, analysis, and decision-making? | Visionary leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
| * Focus on driving customer related KPI = for instance top line sale, results and volumes? * Focus on driving bottom lines results? * Set and pursue general aggressive business goals? * Drive up our customer satisfaction Index? * Focus on operational excellence improving productivity? * Do more/ the same/ less to monitoring and addressing team and organizational performance issues? | Drive for Results   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
| * Drive the strategy by use of technological tools, instruments, and communications of the highest technological advances? * Allocate financial and human resources to acquire and utilize the most appropriate technologies in information, communication, and operational systems for competitive advantage | Technological leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
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| * Understand and apply key financial information in the development of;   …strategy? …allocation of resources? …capital expenditures?  …overall corporate decision-making?   * Effectively allocate resources through the development and analysis of income and expense budgets? * Be able to analyze the numbers associated with; financial statements and balance sheets? | Financial Leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
| * Maximize value by ensuring that all decisions and practices add superior value * Effectively builds cross-functional capabilities through strategic alliances * Effectively encourages cross-functional partnerships in achieving corporate goals | Cross Functional Leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
| * Be a consummate consumer of industry information/ competition? * Frequently attend seminars, conferences, classes, and other educational opportunities to deepen industry knowledge * Teach (share with ) others information, knowledge, and industry best practices | Depth of Industry Knowledge   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Experience | New Standards to Comply to? | |
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| * Understand the dynamics of political systems and power relationships within the organization (including maintaining relationships at all levels of the organization * Foster a culture that minimizes the negative aspects of political infighting * Outside the organization - strategically asserts political power and influence to achieve goals and objectives * Cooperate with union/ work council relationships * Be a company spokesperson | Political Leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - Analyze situations, identify alternative solutions, and develops specific actions;  - Gather and utilize available information in order to understand and solve organizational issues and problems | Strategic Problem Solving   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - What more is needed from me in being able to making high quality decisions?  How should I develop to think and plan strategically? | Decision Making   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
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|  | CHANGE LEADERSHIP |
| - Refine/ develop/ “re-locate” our value proposition?  - Seek opportunities to expand existing businesses?  - Take strategic risks in entering new markets, developing new products, and funding new business ventures? | Entrepreneurial Leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - Identify and communicate achievable organizational strategies and initiatives  - Identify potential risks and opportunities to achieve business goals and objectives  - Align our organizational structure and effectiveness to context of our customers, competitive situation – and strategic direction? | Driving Strategic Direction   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - Drive innovation, change and be diligent at project management?  - Create and inspire innovative ideas, technologies and processes  - Value and create opportunities for innovative thinking that leads to the development of new products or services  - Understand the need to allocate time, energy, and financial resources to creating a culture of innovation | Driving Change   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
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|  | INTERPERSONAL LEADERSHIP |
| - Initiate and cultivate strategic internal and external networking relationships that foster both individual and organizational goals  - Build and maintain effective and collaborative relationships with diverse stakeholders, herein;  …the board of directors/ advisory board?  …the executive management team?  …employee council?  …key customers?  …financial advisors?  …legal advisors?  …suppliers?  …industry councils/ legally allowed industry forums?  …M&A opportunities?  …mentors/ sponsors? | Building Strategic Leadership   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - How do I need to develop in order to inspire extraordinary performance by fostering empowerment  - How can I better motivate others to achieve superior business performance by supporting autonomy and independence  - What should be my ‘strategy’ to support risk taking and innovation? | Empowering Others   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| What is the best strategy/ way to go about creating developing motivated, cohesive, and high performance teams? | Team Building   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
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| What is the best practices to manage interpersonal relations in a cooperative, sensitive, and collaborative manner? | Interpersonal Effectiveness   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - Which standard should be prevailing when presenting individual and organizational viewpoints to groups in a clear and persuasive manner?  - Being able to express written and oral thoughts in a clear and concise? | Communication/ Presentation   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| - Which standard is a must for being able to negotiate and effectively resolves interpersonal differences with others?  - Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement? | Influence/ Negotiations   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
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| - Compared the standard needed for my future level how good am I at attracting, selecting, and retaining talent? And what needs improving?  - Similar, how do I improve my standards to effectively coaching, training and developing others? | Coaching/ Talent Development   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
|  | PERSONAL DEVELOPMENT |
| - Manage one's own time, energy and abilities for continuous personal growth and maximum performance  - Role-modelling leadership of our business, values and leadership characteristics? | Self-Development   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
| How do I build resilience, grid to:   * Maintain balance and performance under pressure and stress? * Effectively cope with ambiguity and change in a constructive manner? | Adaptability/ Flexibility   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
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| How do I improve my ability to:   * Act with courage? * Confronts difficult issues and takes constructive and responsible action? * Act with integrity? * Display honesty and candor? | Engages Trust   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |
|  | WHAT’S NOT MENTIONED? |
| - What’s the bad news I don’t want to hear?, and  - What might I have missed in our discussion? | What Is Missing?   |  |  | | --- | --- | | Core Skills | Core Knowledge | | Key Areas of Expertise | New Standards to Comply to? | |