**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

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| Core Skills | Core Knowledge |
| Key Areas of Experience | New Standards to Comply to? |

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| * 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

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| Core Skills | Core Knowledge |
| Key Areas of Experience | New Standards to Comply to? |

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| * 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Experience | New Standards to Comply to? |

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| * 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

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| Core Skills | Core Knowledge |
| Key Areas of Experience | New Standards to Comply to? |

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| * 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| What is the best strategy/ way to go about creating developing motivated, cohesive, and high performance teams? | Team Building

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| - 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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|  | 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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| 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

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| 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

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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|  | 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?

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| Core Skills | Core Knowledge |
| Key Areas of Expertise | New Standards to Comply to? |

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