**4.3 Performance & Learning Feedback**

Please download the [questionnaire](http://thebusinessleadership.academy/wp-content/uploads/2023/05/230528-Leaders-Whats-Next-My-Next-Learning-Questionaire.docx) here.

The intend of this exercise is two-fold:

1. Examine your interviewees experiences in arriving/ settling into the current role
2. Obtain advices 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?

1. Interview 4-6 executives who did arrive in a senior management role and who can now offer you advices as to what to do, learn, prioritize, scale up, tone down etc.
   1. You have free choice of who to talk to, conversation form, questions, timing etc – and while there will be some comfort in choosing both known and close-to relations, talking to more distant and unfamiliar people can offer different perspectives.
   2. The following overview can offer some inspiration in this way:
      1. Here are 5 main areas – 3 leadership; performance, change and interpersonal – and two related; personal development and miscellaneous – 4 of them with sub-sections.
      2. You are suggested to let the interview person pick the area(s) most relevant for their advices and the explore their experiences.
      3. You can maybe aid their feedback by asking to:  
         - *“which core skill does your advice translate into?”*  
         *- “which core knowledge are attached/ supports your advice?”*  
         - *“which key experience(s) will development/ enhance your advice?”,* or  
         - *“In today’s environment what is the new standard I should strive for/ comply with – how does it look like?”*

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| **Performance Leadership** | | |
| **Visionary 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? | **Drive for Results**  - 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? | **Technological Leadership**  - 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? |
| Financial Leadership   * 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? | **Cross Functional Leadership**   * 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? | **Depth of Industry Knowledge**   * 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? |
| **Political Leadership**   * 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 | Strategic Problem Solving  - Analyze situations, identify alternative solutions, and develops specific actions; gather and utilize available information in order to understand and solve organizational issues and problems? | **Decision Making**  - What more is needed from me in being able to making high quality decisions? - How should I develop to think and plan strategically? |
| **Change Leadership** | | |
| Entrepreneurial 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? | Driving Strategic Direction  - 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 Change  - 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 |
| Interpersonal Leadership | | |
| Building Strategic 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? | Empowering Others  - 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? | Team Building  - What is the best strategy/ way to go about creating developing motivated, cohesive, and high performance teams? |
| Interpersonal Effectiveness  - What is the best practices to manage interpersonal relations in a cooperative, sensitive, and collaborative manner? | Communication/ Presentation  - 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? | Influence/ Negotiations  - 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? |
| Coaching/ Talent Development  - 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? |  |  |
| Personal Development | | |
| Self-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? | Adaptability/ Flexibility   * 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? | Engages Trust  - 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? |
| Miscellaneous? | | |
| What Is Missing?  - What’s the bad news I don’t want to hear?  - What might I have missed in our discussion? |  |  |

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