ASSESSIO

Leadership Feedback

Hi Lina ,

Welcome to the Assessio Leadership Feedback tool!

You are invited to give feedback to Eric as part of a feedback process called Eric H - Nov 2021.
It consists of 12 rating questions and two open ended questions.
It takes around 5 minutes to complete. The deadline to complete your feedback is November 29, 2021 at 10:06:35 AM CET.

Start with your response using this link.

Your answers, together with other team members answers, will be used in order to compute scores and suggestions to support Eric and your team. The result is presented as a total score, and it will not be possible to see individual answers from any team member. In order to ensure your anonymity, it is important that you do not write any information in the text fields that might identify you.

What is Leadership Feedback?

No leader can be effective if the team is not! Leadership Feedback is a tool designed to work as a compass for the team leader. Based on your feedback, the leader will get insights into your specific team culture and needs in order to support you better. Therefore, it is important that you are open and honest when giving feedback.

How can Leadership Feedback affect the leadership in your team?

The Leadership Feedback tool helps leaders identifying what the team needs right now, and through these insights being able to adapt their leadership to the team's needs.
The tool is built around four different areas for leadership performance. The areas include different leadership behaviors needed in each team. The need for these behaviors and areas looks different in each team. What a team needs from its leader to be able to perform depends on what happens both inside and outside the team - and the need can quickly change if circumstances change.
Based on your feedback, the leader will get insights into **your team needs** for these four performance areas:

- Development and strategy
- Internal alignment and process discipline
- Clear direction and expectations
- Empowerment

We are happy to help

If you have any questions, please contact us at support@assessio.se

Your data is collected in order to support the individual leaders in prioritizing and planning the way they lead their team. Demo is responsible for your personal data, i.e. the data controller. For more information on how your personal data is being processed, please read the Privacy Policy

Congratulations!
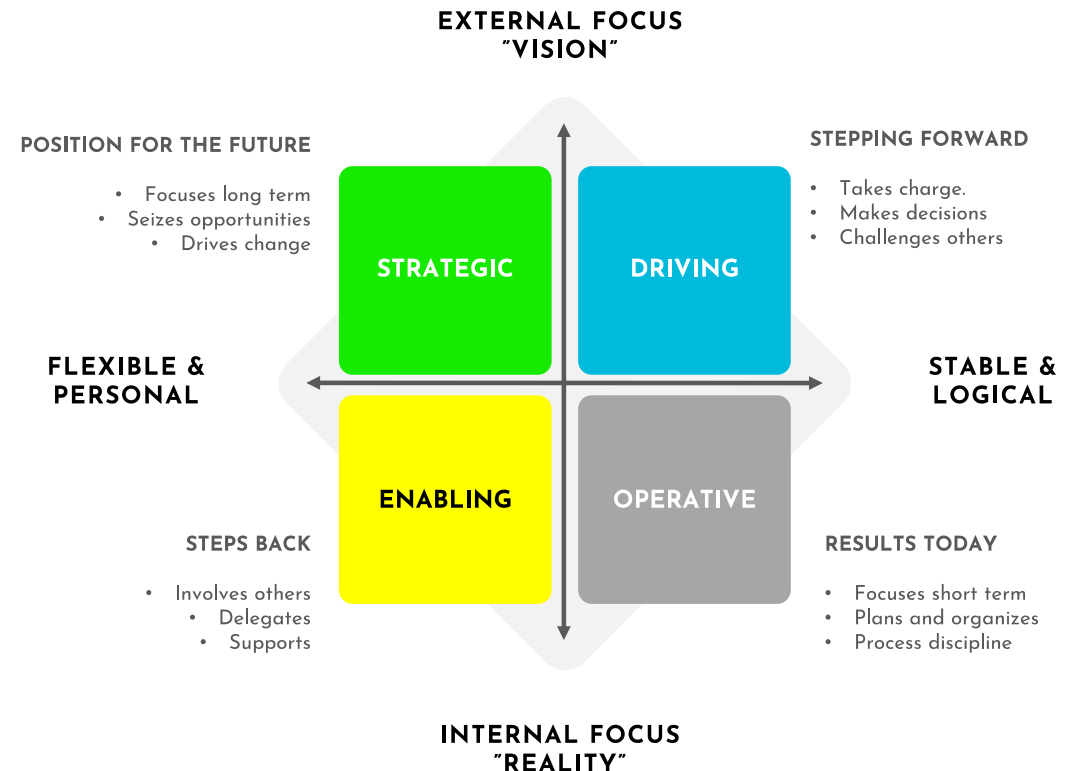# You've invited your Team to give you valuable feedback

THE ASSESSIO <u>LEADERSHIP</u> FRAMEWORK

Your Team will provide their view on **how you act** as a leader in these four performance areas.

All leaders, regardless of role, need to manage these areas in different ways, and the *feedback from your team* will give you insight into how they view Your leadership.

Based on your team's feedback, you can work together with them to:

- keep doing **what works well** and has a positive effect in your leadership, as well as
- make **adjustments where necessary** to enable the Team to work as effectively as possible.

EXTERNAL FOCUS "VISION"

POSITION FOR THE FUTURE
- Focuses long term
- Seizes opportunities
- Drives change

STRATEGIC

STEPPING FORWARD
- Takes charge.
- Makes decisions
- Challenges others

DRIVING

FLEXIBLE & PERSONAL

STABLE & LOGICAL

ENABLING

OPERATIVE

STEPS BACK
- Involves others
- Delegates
- Supports

RESULTS TODAY
- Focuses short term
- Plans and organizes
- Process discipline

INTERNAL FOCUS "REALITY"

ASSESSIO

Leadership Feedback

EXTERNAL FOCUS

FLEXIBLE & PERSONAL

STABLE & LOGICAL

INTERNAL FOCUS "REALITY"

Question - 7/14

Lina Suleman

Seizes opportunities

Identifies opportunities and is ready to take risks. Takes an external/market perspective.

Too Little   Just Right

CONTINUE

Press ENTER

Just Right   Too Much

CONTINUE

Press ENTER

Question - 4/14

Lina Suleman

Involves others

Includes others in making decisions. Open to influence and makes it easy for others to push back.

Too Little

CONTINUE

Press ENTER

Too Little   Just Right   Too Much

CONTINUE

Press ENTER

The team provide their feedback by choosing the degree to which they think you focus/act on the different behaviors described, linked to the four performance areas.

If they think you are at the **just right** level in your behavior, they choose this option.
But they may also find that you do **too much** or **too little** of a behavior and choose one of these options instead.

All in all, you get an insight into both what works well for your Team and in which areas you may need to adjust your leadership focus. You will also immediately get a **direction and suggestions** for adjustments You can make, which makes the dialogue and continued work together with the Team easier and more constructive.

Use the Platform to show the results!
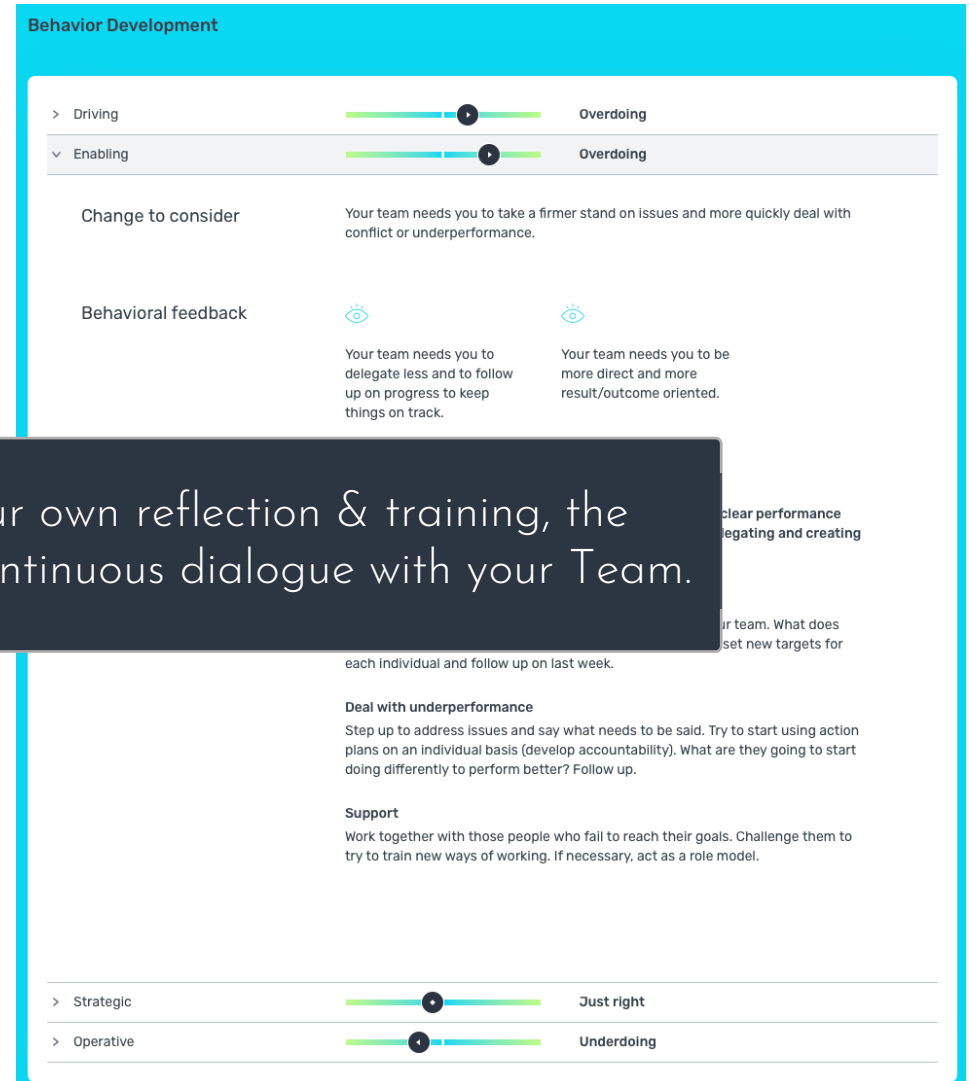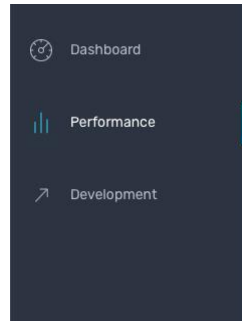
Use the information in the platform for your own reflection & training, the dialogue with your manager, as well as the continuous dialogue with your Team.

ASSESSIO
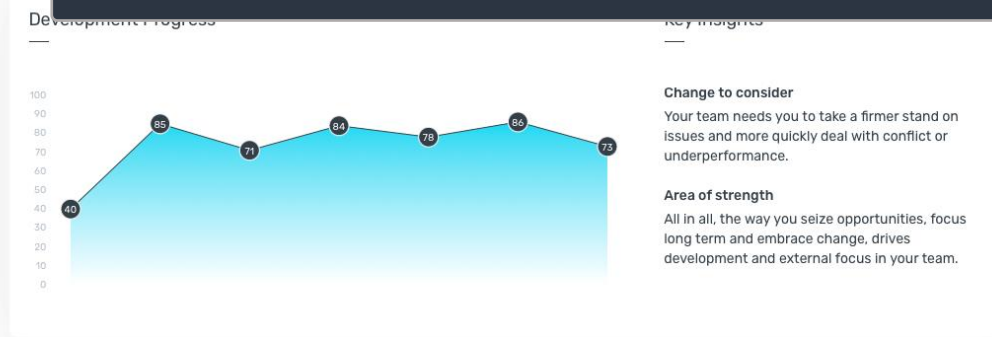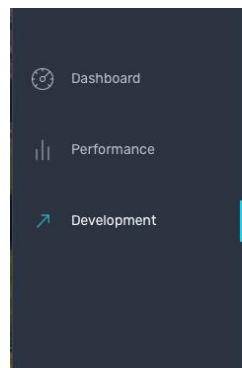
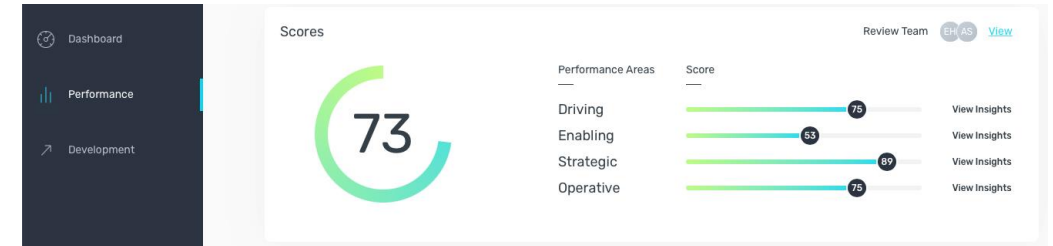# Working with your team

STRENGTHS – KEEP DOING

View the results (preferably directly in the Platform) and share your thoughts on the feedback you have received regarding the area(s) in question

Ask the Team:

• What else can you say about this?

• Do we all agree? Other views?

• What is particularly important to you in order for us to remain at the "just right" level in this area?

ASSESSIO
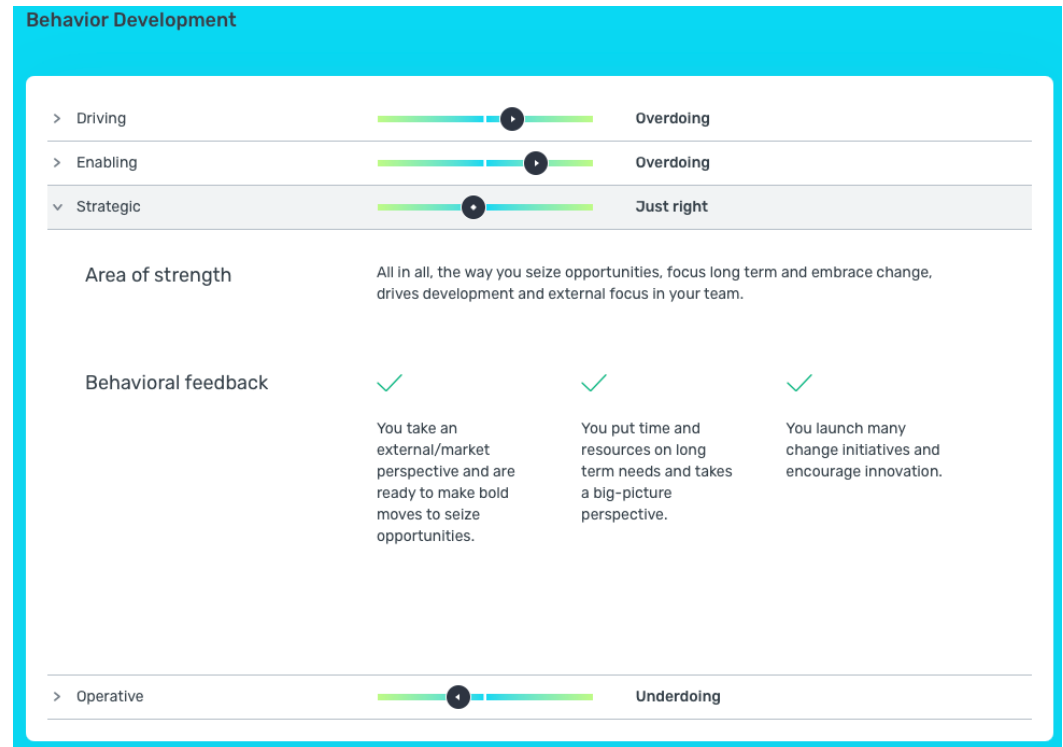
Working with your team

DEVELOPMENT - MORE/LESS

Select ONE area and share your thoughts on the feedback you have received for the area in question:

- What can you recognize in the feedback you received?

- Is there anything that surprised you?

- What "action" do you intend to initiate to adjust your leadership in the area?

Ask the Team:

- What else can you say about this?

- Is my idea of "action" the right one? Is there anything else that would have a bigger/better effect?

Leadership Feedback

DEVELOPMENT - MORE/LESS

IF you have a low score in an area where you are convinced that your focus as a leader is the right one and that there is no need to change, at least consider the following:

- If your team feels that they are getting the "wrong" leadership based on their needs, it is not always enough that you may be right. They will lose energy and engagement in their everyday work as long as they feel the leadership is "wrong".

- What can you do to help them see and understand your actions as a leader? Anything that helps with this will reduce their frustration and thus give them more strength and focus to do what is needed in the business to create the desired results.

Scores

73

Performance Areas	Score	
Driving	75	View Insights
Enabling	53	View Insights
Strategic	89	View Insights
Operative	75	View Insights

Review Team — View

Behavior Development

> Driving		Overdoing
∨ Enabling		Overdoing

Change to consider
Your team needs you to take a firmer stand on issues and more quickly deal with conflict or underperformance.

Behavioral feedback

Your team needs you to delegate less and to follow up on progress to keep things on track.

Your team needs you to be more direct and more result/outcome oriented.

Suggestions for your development
How can you ensure result orientation, commitment, and clear performance standards in your team? What can you do to avoid over delegating and creating unnecessary stress?

Focus on individual goals
Clarify performance standards on individual/role level in your team. What does "good" look like? Run weekly individual meetings where you set new targets for each individual and follow up on last week.

Deal with underperformance
Step up to address issues and say what needs to be said. Try to start using action plans on an individual basis (develop accountability). What are they going to start doing differently to perform better? Follow up.

Support
Work together with those people who fail to reach their goals. Challenge them to try to train new ways of working. If necessary, act as a role model.
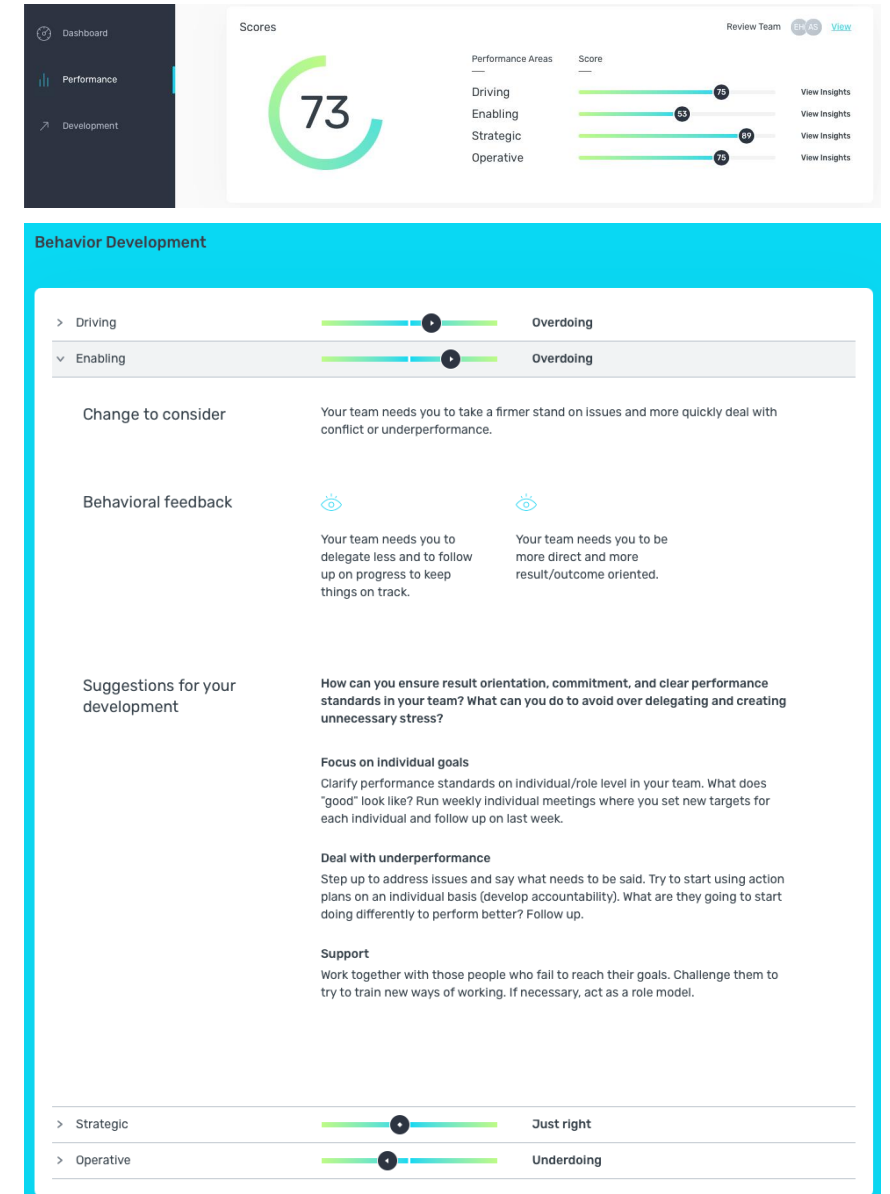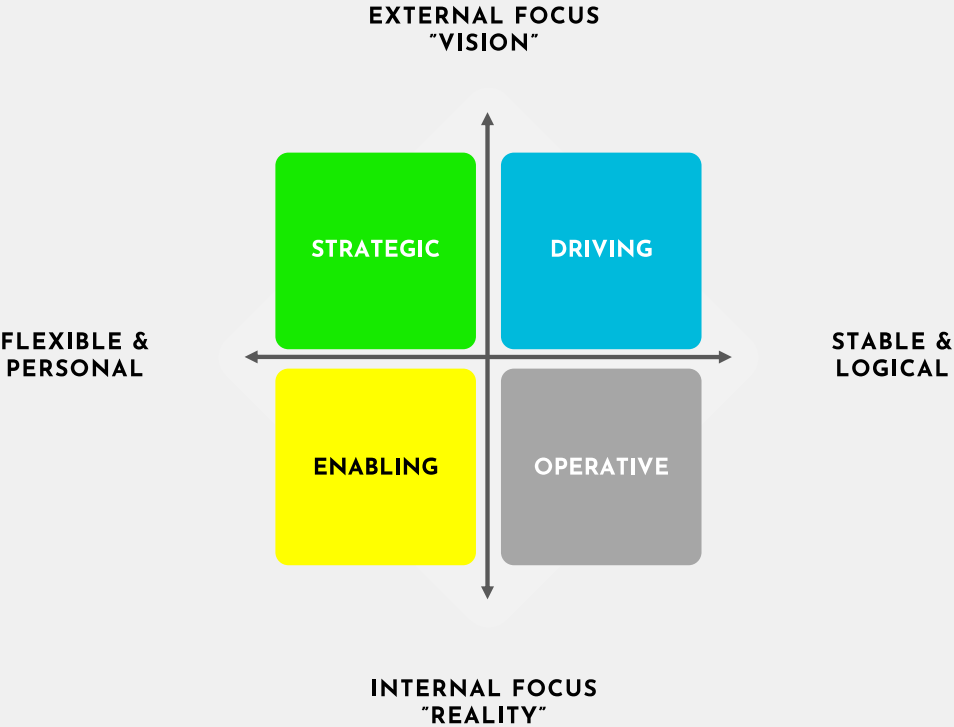
> Strategic		Just right
> Operative		Underdoing

FOCUS NEXT QUARTER

4 areas of Leadership

ACTIONS SUMMARY
Long term - Innovation - Change

- 1
- 2

ACTIONS SUMMARY
Commands - Decisions - Challenges

- 1
- 2

ACTIONS SUMMARY
Involvement - Delegation - Support

- 1
- 2

ACTIONS SUMMARY
Short term - Efficiency - Plans & Processes

- 1
- 2

EXTERNAL FOCUS
"VISION"

STRATEGIC

DRIVING

FLEXIBLE &
PERSONAL

STABLE &
LOGICAL

ENABLING

OPERATIVE

INTERNAL FOCUS
"REALITY"

ASSESSIO