

INVOLVED-LEADER
REPORT
FOR SCOTTY JORDAN



TABLE OF CONTENTS

Read Me First	3
Summary of Scores	5
Dimension Scores With Feedback:	
► Involving-Stakeholder	9
Empower	10
Communication	11
Rewards	12
Relationships	13
Conflict	14
► Involving-Self	15
Authenticity & Self-Awareness	16
Servitude	17
Change & Resilience	18
Ethical	19
Analytical	20

READ ME FIRST

▶ YOUR GUIDE TO INVOLVED-LEADERSHIP

Seriously, read this. There is some really good stuff here.

Involved-Leader is a diagnostic inventory that examines theoretically grounded **and** analytically documented drivers of leadership effectiveness.

There are two distinct, but complementary over-riding dimensions that constitute the Involved-Leader: (1) Involving-Stakeholders and (2) Involving-Self. Involved leaders not only need to be involving their team and other important stakeholders, but also themselves. Most leaders tend to focus on one or the other – don't, **you must focus on both**.

Of course, there is overlap between these factors; they do not operate in absence of each other, but usually they are more directed to one focal point than the other (hence the names). They work in tandem and over thousands of leaders, we have found this distinction is highly effective for action planning as you work to improve your leadership effectiveness (and that of your team & organization).

Each Primary Dimension has 5 sub-dimensions and within these subdimensions can be found 'leadership magic'.

Sub-dimensions are defined as:

Dimension: Involving-Stakeholders

Sub-Dimensions:	Description
Empower	<i>Enabling others to take ownership of their work by sharing leadership, providing job autonomy and meaningfulness to work, demonstrating confidence in performance, and facilitating goal accomplishment.</i>
Communication	<i>Providing clear and appropriate communication, both horizontally and vertically, thereby allowing team members to complete work tasks in a highly effective manner.</i>
Rewards	<i>Providing stakeholders personally valued recognition and rewards for strong performance and unparalleled/unique achievements.</i>
Relationships	<i>Building relationships with, between, and among stakeholders as well as increasing harmony at work, specifically in one's workgroup.</i>
Conflict	<i>Personally involved in effectively working to overcome and resolve conflict among colleagues, whether being the mediator or active participant in conflict.</i>

Dimension: Involving-Self

Sub-Dimensions:	Description
Authenticity & Self-Awareness	<i>Knowing and showing your authentic self to others at work while simultaneously knowing how you are portrayed across all work settings so to align self and other perceptions of your leadership.</i>
Servitude	<i>Getting involved in providing yourself, time, and expertise as well as external resources to help serve others at work.</i>
Change & Resilience	<i>Understanding your leadership role in change, proactively anticipating the need for change as well as demonstrating effectiveness at leading change and a willing and-able approach to positively respond to setbacks.</i>
Ethical	<i>Personally and professionally following and promoting a strong ethical code across all work activities.</i>
Analytical	<i>Uses and adheres to empirical evidence derived from appropriate analytical tools and analyses (rather than relying on intuition).</i>

Scores

Below, we provide a snapshot of your scores. Your scores are compared with industry averages for similar jobs and the averages for others in your organization (if there were others that participated in the assessment).

▶ indicates that a score is significantly below either the industry average and/or your organizational average (i.e., you need to work on those dimensions ASAP).

A Primer For Your Scores

A majority of people stress-out when they receive 'evaluations'. Forget about it. This is developmental feedback and can be some serious rocket-fuel in helping you achieve leadership heights most think unobtainable. You might get upset with some of your scores – it's understandable – but relax, think through what is being conveyed, then work to improve. And if you get great scores – fantastic – but you still need to work on your involved-leadership to be ready for a promotion or new job with a new team (and prevent stagnation).

Involved-leadership is something you always need to be working on – it is not a goal that once achieved stays in place. If you ignore it, you will regress thereby hurting yourself, your team, and your organization. This is one of the reasons we provide actionable feedback to everyone – regardless of their scores.

Actionable Feedback

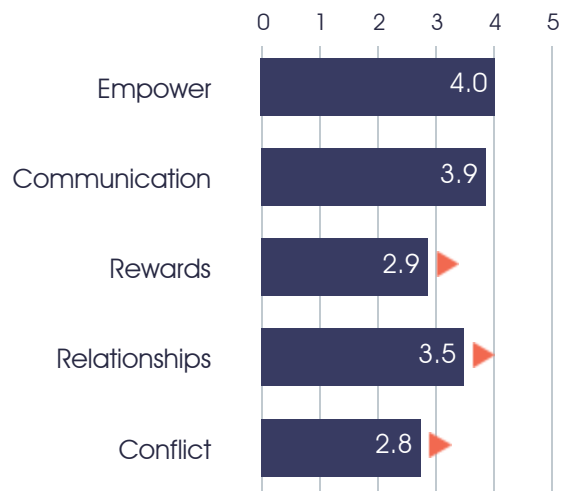
A key aspect of involved leadership is to get you engaged with engaging your employees. While reflecting on this statement and this feedback report, think about what you can do to better involve your employees and yourself. To that end, after each sub-dimension scores, we provide tried and true feedback that will most definitely allow you to begin taking action. Use these pieces of feedback to kick-start your Involved-Leadership planning. These are merely our suggestions. You do not necessarily need to use any of these but instead can reflect on what could work for your specific situation. We have even included space to jot down some of these thoughts after each dimension.

Coaching

We have coached thousands of leaders and are here if you need help on taking action. We will use your scores to co-create an action plan for you to allow you to reach your leadership goals. Just drop us a line here if you are interested in: coaching@involvedtalent.com.

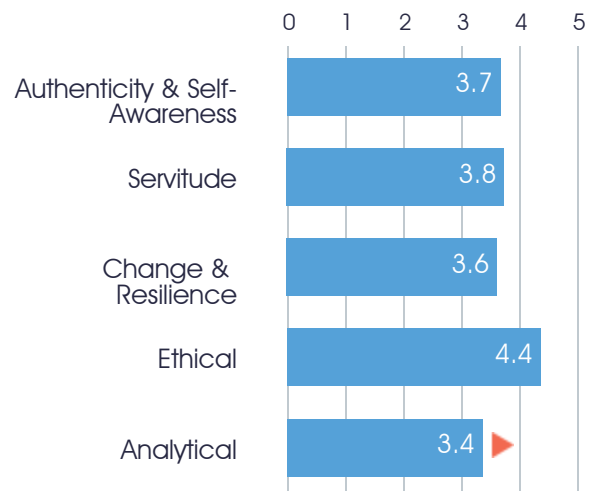
SCORES SUMMARY

Involving-Stakeholders



Overall Score
Out of 5 **3.4**

Involving-Self



Overall Score
Out of 5 **3.8**

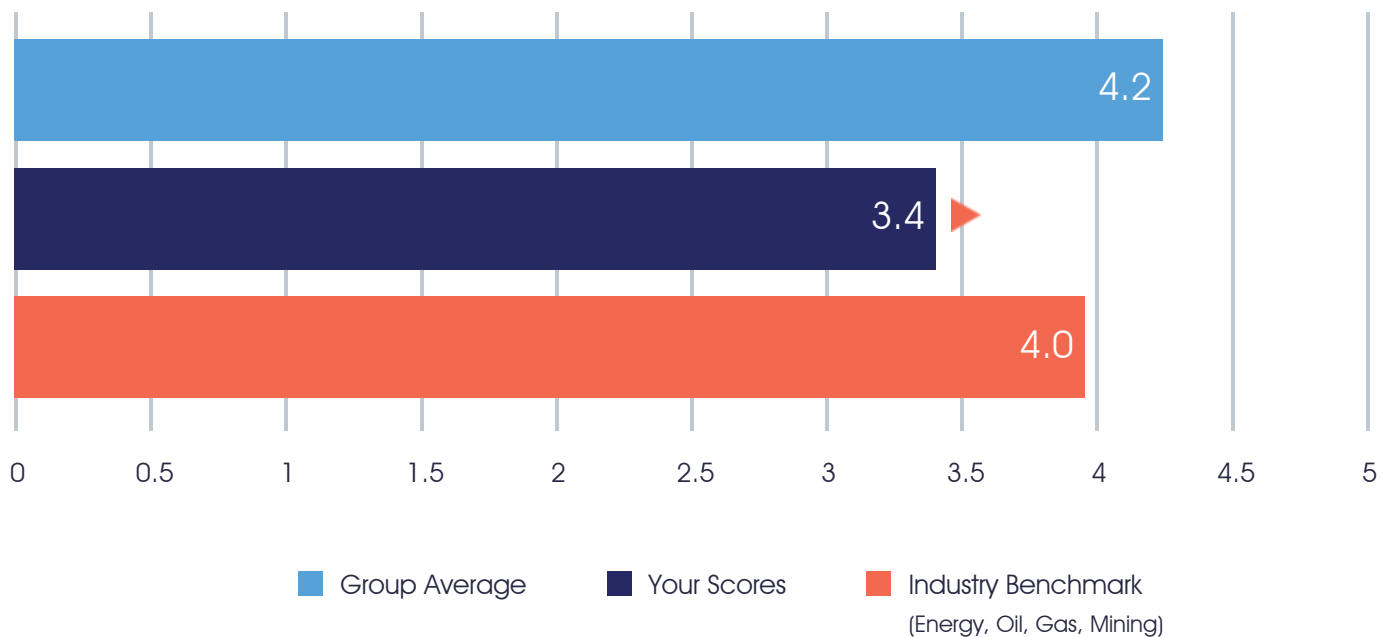
► OVERALL SCORE: **INVOLVING-STAKEHOLDERS**

Defined: How involved you are in involving others at work.

This is your overall score for Involving-Stakeholders across five subdimensions:
Empowerment, Communication, Rewards, Relationships, and Conflict Resolution.

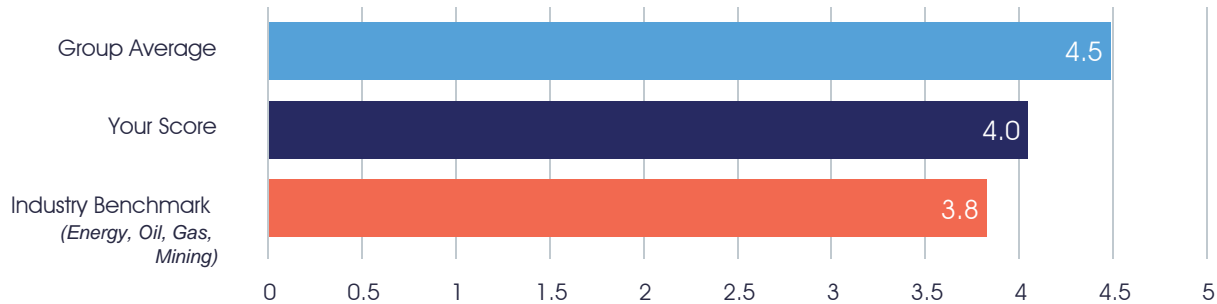
This overall score should be treated as an overall gauge with the five sub-dimensions treated as individual gears to take action on to increase your involvement with getting others involved at work.

Overall Score for Involving-Stakeholders



► SUB-DIMENSION: **EMPOWER**

Defined: Enabling others to take ownership of their work by sharing leadership, providing job autonomy and meaningfulness to work, demonstrating confidence in performance, and facilitating goal accomplishment.



01 | **OVERALL FEEDBACK**

Enabling stakeholders to have ownership over their work is one of the biggest workplace trends over the past few decades. It allows stakeholders to feel they are part of something larger than their job and in turn, they are more motivated to engage in work, and stay engaged for longer periods of 'peak' time. Here are some proven tips you can use:

02 | **ACTIONABLE FEEDBACK**

Share/explain how you have developed ownership over your own job. For example, what does 'meaningfulness of work' mean to you, how do you expect leadership to be shared, how do you like to be involved in decision-making, and what has allowed you to build confidence in your own work. Doing so can allow stakeholders to envision a future with real empowerment.

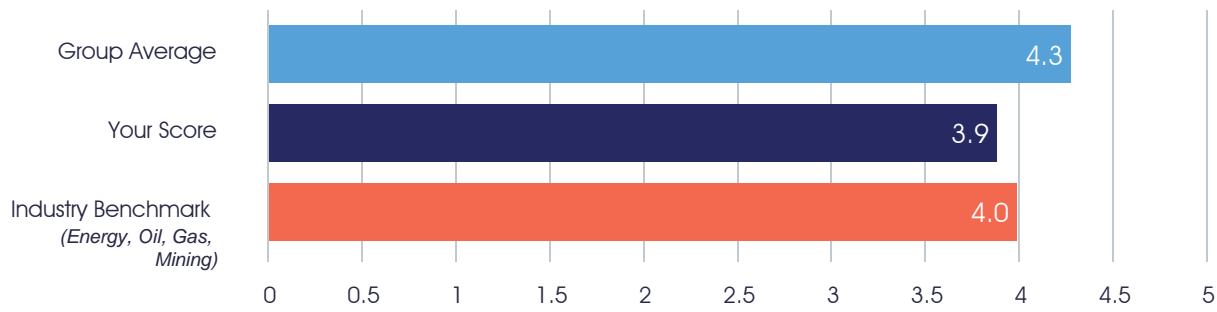
Mistakes and disappointments are going to happen. Do not treat each error the same. When mistakes occur, encourage the team member and identify what happened causing the mistake and work them to maximize learning so to keep moving forward.

03 | **YOUR THOUGHTS FOR ACTION PLANNING**

► SUB-DIMENSION:

COMMUNICATION

Defined: Providing clear and appropriate communication, both horizontally and vertically, thereby allowing team members to complete work tasks in a highly effective manner.



01 OVERALL FEEDBACK

You cannot over communicate. Work on providing the information everyone needs in a timely, proactive fashion. Here are some more detailed steps to help with communication:

02 ACTIONABLE FEEDBACK

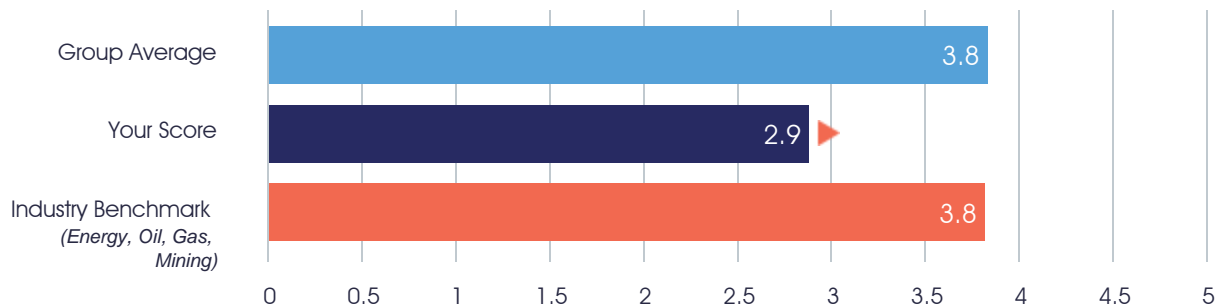
Do not delay in providing feedback - whether it is positive or negative - but make sure to begin and end with positives.

To make sure you truly 'hear' someone, mirror and paraphrase what they said back to them - this builds rapport as well as clarifying the message.

03 YOUR THOUGHTS FOR ACTION PLANNING

► SUB-DIMENSION: REWARDS

Defined: Providing stakeholders personally valued recognition and rewards for strong performance and unparalleled/unique achievements.



01 OVERALL FEEDBACK

Everyone likes to be rewarded for a good job - make sure you are doing so by making rewards more meaningful to each person. More specific actions to boost rewards (and thereby performance and well-being) could include:

02 ACTIONABLE FEEDBACK

Develop a "rewards menu" where there are tiers based on the accomplishment of the team member and let the team member choose what he/she would want when meeting/exceeding performance expectations. Be creative and have fun with this.

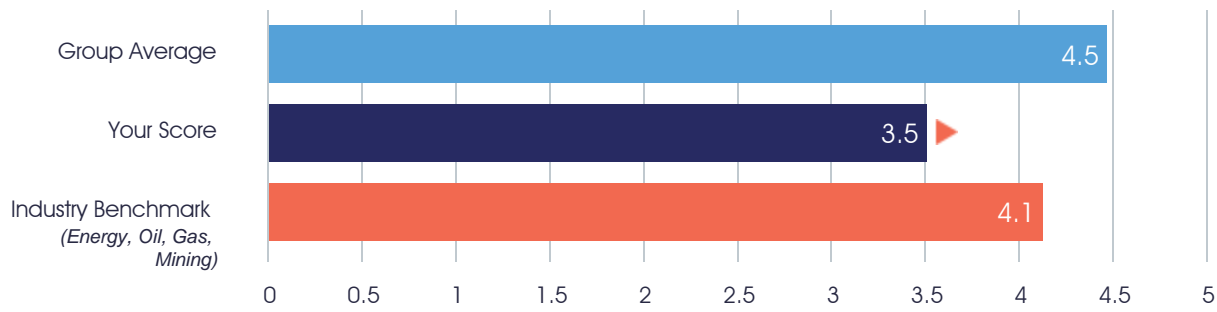
Reward fatigue is a real thing. Find the balance between under and over rewarding to ensure the rewards have true meaning.

03 YOUR THOUGHTS FOR ACTION PLANNING

► SUB-DIMENSION:

RELATIONSHIPS

Defined: Building relationships with, between, and among stakeholders as well as increasing harmony at work, specifically in one's workgroup.



01 OVERALL FEEDBACK

Relationships might be the single biggest lever you have to work with as a leader - work on building meaningful relationships with your team members. Such as:

02 ACTIONABLE FEEDBACK

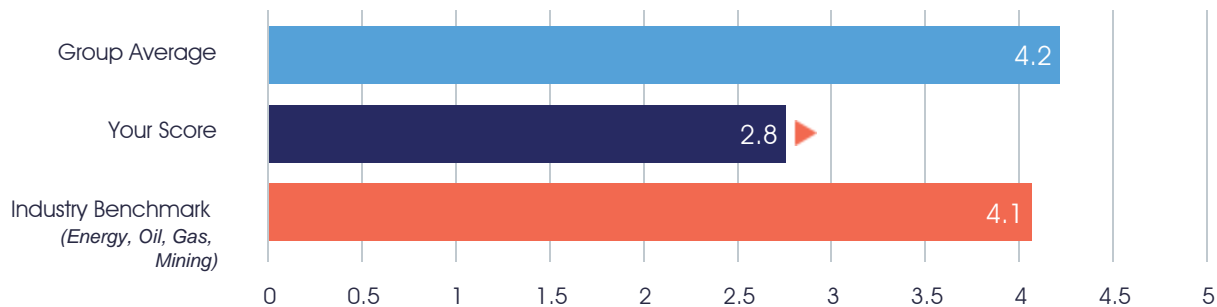
If you can't return an email immediately, send a confirmation you received the message and let them know you will get back to them as soon as you can.

Try to show interest in subordinate's personal lives without being invasive.

03 YOUR THOUGHTS FOR ACTION PLANNING

► SUB-DIMENSION: **CONFLICT**

Defined: Personally involved in effectively working to overcome and resolve conflict among colleagues, whether being the mediator or active participant in conflict.



01 | **OVERALL FEEDBACK**

We are all humans and conflict is inevitable. Managers 'baby-sit', while leaders resolve conflict. Focus on resolution so all parties can move forward.

02 | **ACTIONABLE FEEDBACK**

When employees make mistakes and discipline is required, use these opportunities as learning or growing opportunities where you not only address the issue at hand but try and determine how they came to their decisions and teach them how to adjust in future situations.

Try to find solutions that satisfy as many parties as possible.

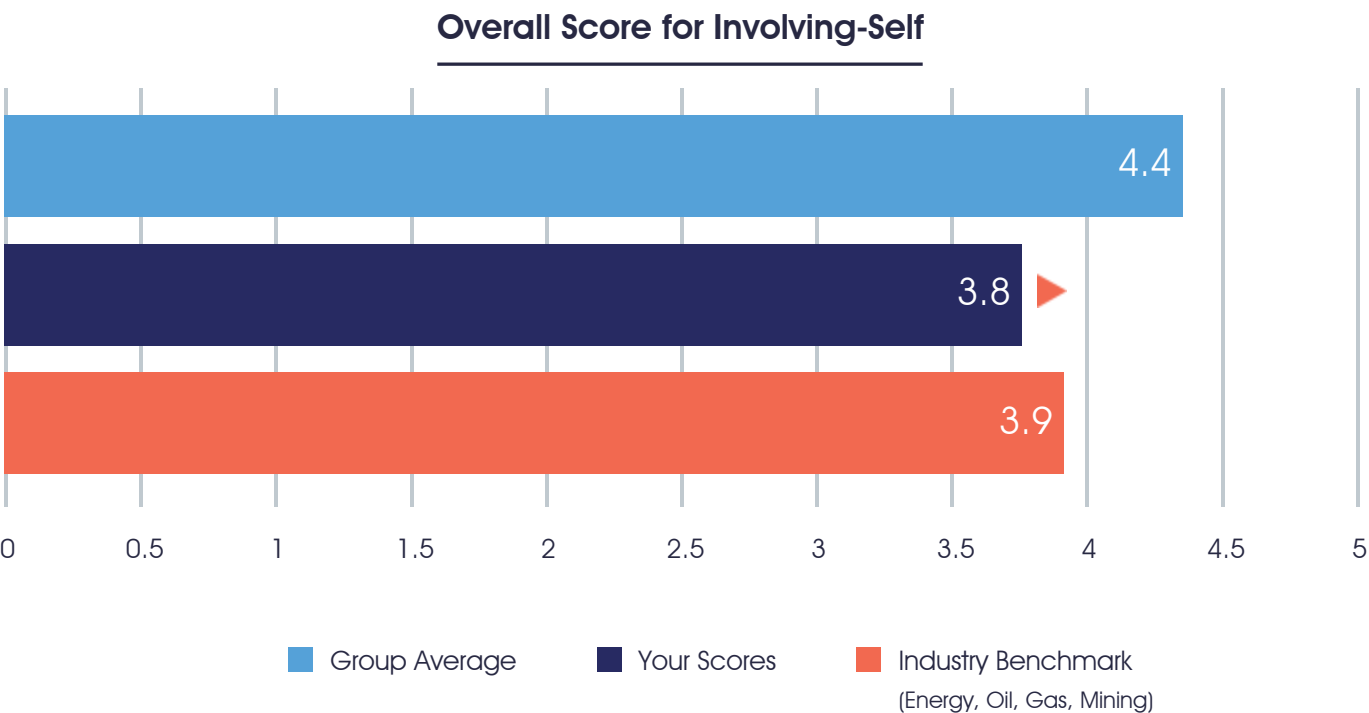
03 | **YOUR THOUGHTS FOR ACTION PLANNING**

▶ OVERALL SCORE:
INVOLVING-SELF

Defined: How involved you are in your own work.

This is your overall score for Involving-Self across five subdimensions: Authenticity, Servitude, Change, Ethical, and Analytical.

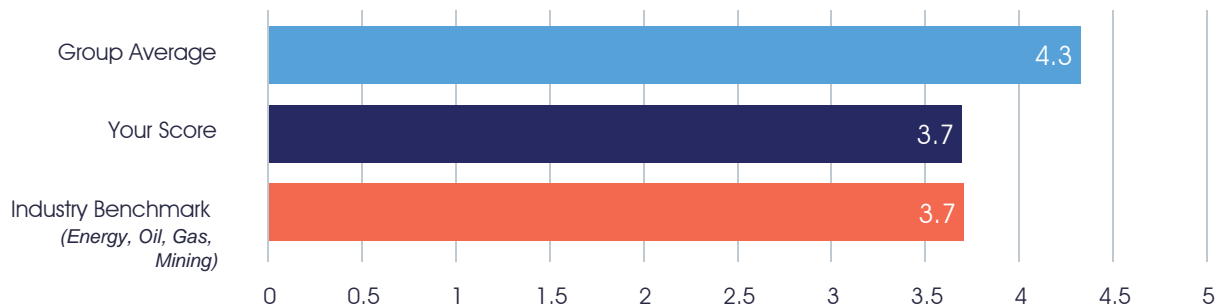
This overall score should be treated as an overall gauge with the five sub-dimensions treated as individual gears to take action on to increase your involvement with getting yourself involved at work.



► SUB-DIMENSION:

AUTHENTICITY & SELF-AWARENESS

Defined: Knowing and showing your authentic self to others at work while simultaneously knowing how you are portrayed across all work settings so to align self and other perceptions of your leadership.



01 OVERALL FEEDBACK

Being self-aware and authentic might not work in the short-term, but over the long-haul, doing so will open doors to many positives at work (and help you work through many negatives). In fact, authenticity and self-awareness are hallmarks of great leaders, but you need to make sure there is alignment between your own self-views and how others see you - work to close any perceptual gap that might be discovered. Actionable steps can include:

02 ACTIONABLE FEEDBACK

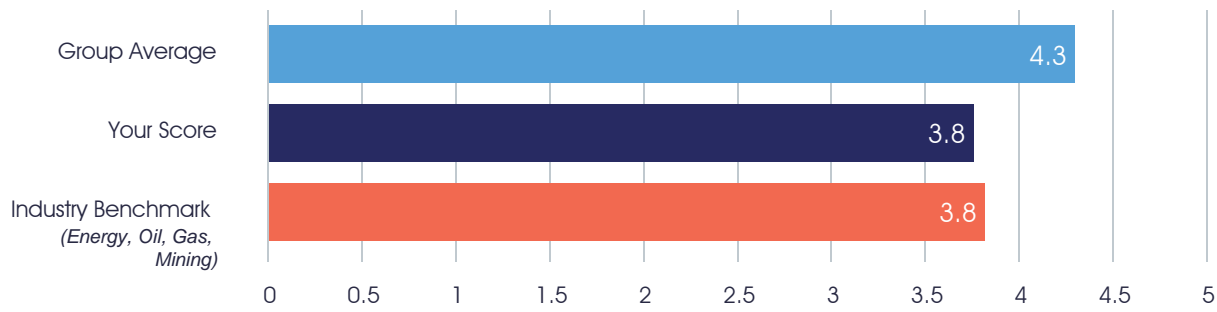
If you find yourself in a unique, and possibly uncomfortable position, always fall back on your values.

To see how others view you, ask someone on your team to shadow you, taking notes, to provide feedback.

03 YOUR THOUGHTS FOR ACTION PLANNING

► SUB-DIMENSION: **SERVITUDE**

Defined: Getting involved in providing yourself, time, and expertise as well as external resources to help serve others at work.



01 | **OVERALL FEEDBACK**

Part of the role of a leader is to provide others with what they need - take some time to list what you provide to each and every stakeholder or stakeholder group and then ask your team to review and provide feedback. Other actions include:

02 | **ACTIONABLE FEEDBACK**

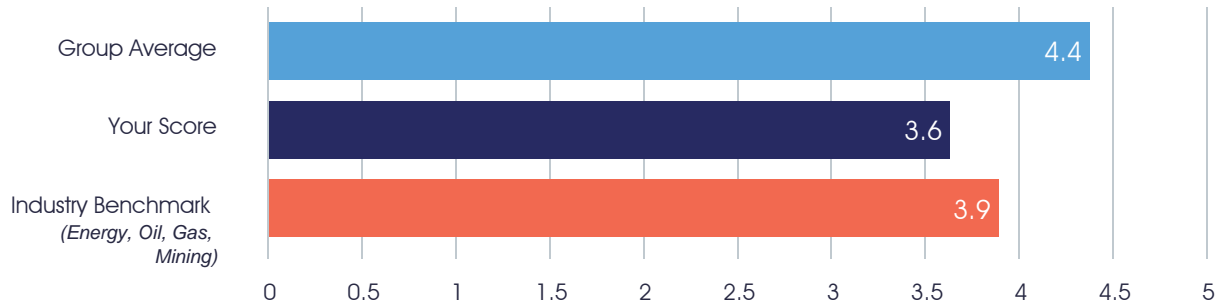
Servant leadership follows the famous Field of Dreams quote, "If you build it they will come." If your employees see you acting this way they will begin to do the same. It starts with you, the team lead. Then continue to encourage and support them as they engage in this attitude. Do not expect them to start if you don't yourself.

Managerial positions inherently come with power- make sure you are using power to promote and help others, not just yourself.

03 | **YOUR THOUGHTS FOR ACTION PLANNING**

► SUB-DIMENSION: **CHANGE & RESILIENCE**

Defined: Understanding your leadership role in change, proactively anticipating the need for change as well as demonstrating effectiveness at leading change and a willing and-able approach to positively respond to setbacks.



01 | **OVERALL FEEDBACK**

Change is a constant in our fast-paced world; so are set-backs. Be prepared to adapt and lead/champion change efforts and when things do not go as planned, and they won't a large percentage of the time, shift your mind from blaming others or blaming the circumstances towards focusing on the real attribution on why things went poorly. Doing so will help you bounce back more effectively. Here are some tips on how you can:

02 | **ACTIONABLE FEEDBACK**

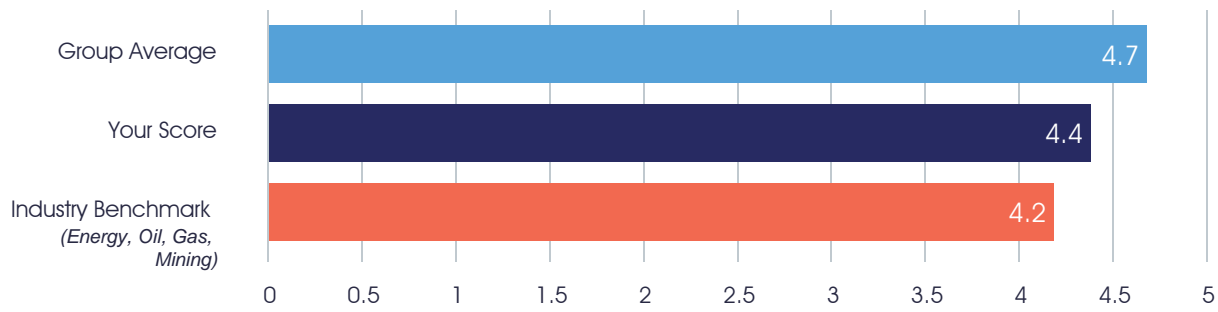
Being change ready is a state of mind - look at every situation as an opportunity to learn and grow and you will be change ready.

High performers are those leaders that learn from and accept mistakes or setbacks. It is about having a mastery mindset - a mindset on learning from mistakes to get better.

03 | **YOUR THOUGHTS FOR ACTION PLANNING**

► SUB-DIMENSION: ETHICAL

Defined: Personally and professionally following and promoting a strong ethical code across all work activities.



01 | OVERALL FEEDBACK

Never stray from your ethics, whether personal and/or organizational, regardless of the situation.

02 | ACTIONABLE FEEDBACK

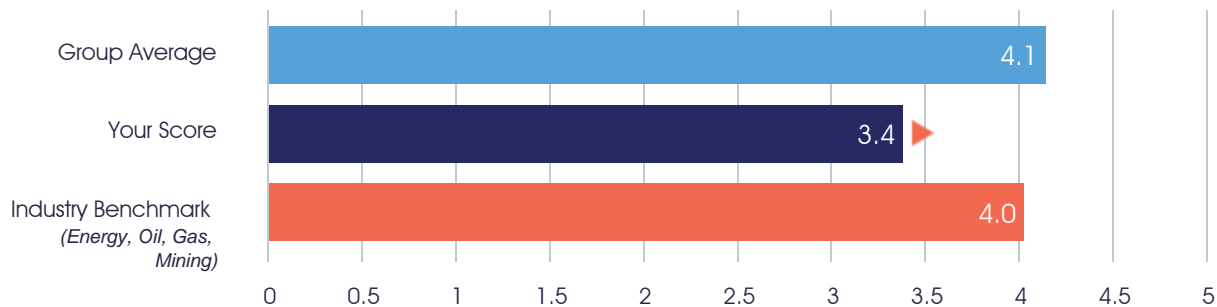
You may have to face challenges which cause you to question what is right and wrong. In these cases be consistent and do what you truly believe is right and in line with your morals and values. Remember, you have to be able to live with your actions and your decisions.

When it comes to ethics - always practice what you preach and preach what you practice.

03 | YOUR THOUGHTS FOR ACTION PLANNING

► SUB-DIMENSION: **ANALYTICAL**

Defined: Uses and adheres to empirical evidence derived from appropriate analytical tools and analyses (rather than relying on intuition).



01 | **OVERALL FEEDBACK**

Analytics is the new 'language' of business - it will help greatly in decision-making and leading teams, but don't forget to mix in your humanity and expertise.

02 | **ACTIONABLE FEEDBACK**

Invest in your team's analytical decision-making - teach them how to use analytics for optimal decision-making thereby empowering them to make their own decisions, while returning positive results.

Most people believe they understand analytics, but in reality, most do not. Take time to educate yourself on analytics - look on edX or other free classes to learn more about business and analytics.

03 | **YOUR THOUGHTS FOR ACTION PLANNING**
