

Leadership Assessment Results Conversation

The goal of the Results Conversation is two-part:

1. Increase the participant's self-awareness on current strengths and opportunities
2. Build alignment and a common understanding on skill definitions and the priority focus the participant will set for this program year in order to drive their personal goals.

As a team, you will review the Target Comparison report to see how both of you perceive the participant's skill strengths and opportunities compared to the industry target set for their chosen role. It's important to make clear that this is not a performance assessment; this is an opportunity for review with an eye towards career exploration and leadership development.

TIP: During your discussion, use the Compare Job Role feature to explore another role that the participant is curious about. How do the targets change? How do opportunities for development change?

It's the participant's responsibility to drive the conversation. Managers should focus on 3 key steps in every Results Conversation:

1. **Ask:** Probe to understand what they're doing, and be curious about their unique skills and strengths.
2. **Discover:** Find out what they love about their work and what they don't like — and why.
3. **Listen:** Learn how/when they would like you to help. Let *them* identify next steps.

Use the following tips to guide your discussion around each skill, based on how closely you are aligned on a skill in the report.

We're right on target!



When manager, participant, and target are all in alignment, what's to discuss?

- Take a moment to acknowledge your common understanding of the meaning, importance, and expression of that skill.
- Acknowledge examples of success within your team and the organization.
- Push the boundaries of what's possible and think about other areas this skill can be applied to support personal goals.

We agree that there's work ahead...



When you agree that there is work to do to reach the target level of skills strength:

- Take a moment to acknowledge your common understanding of the meaning, importance, and expression of that skill.
- Discuss how the manager and organization can support development in this skill.
- Agree on the skill's priority based on personal development goals.
- Agree on milestones to help build accountability towards meeting goals.

We're shooting for the stars.



When you agree that the participant is working above target level in this skill:

- Acknowledge your common understanding of the meaning, importance, and expression of the skill.
- Decide if the participant is interested in working on it further. Does it serve current career goals?
- Decide how the manager can support further development in this skill – such as, look for opportunities to provide additional responsibility, leadership or process guidance in this skill.

Where is our disconnect?



When you have different opinions of the definition of the skill, or a different understanding of how the skill is demonstrated:

- Acknowledge your different assessment of the skill.
- Agree on your first goal to develop an aligned definition of the skill and how that skill is implemented.
- Decide if the participant is interested in working on it further. Does it serve current career goals?
- Is an opportunity to pair the individual with a peer who has excelled in this skill and has demonstrated how to make those contributions visible.
- Consider creating a project or goal that would enable a demonstration of growth in this skill.

Setting Priorities

Keep it focused

- The highest priority should be on choosing a focus on 4 to 5 leadership skills to focus on building and demonstrating strength in this year.
- Best practices recommend that your development plan focus on 1-2 skills per quarter.

Keep it top of mind

- Participants – keep your manager in the loop during the program. Schedule meetings at least 2-3 more times this year to build on your leadership skills conversations.
- Managers - make it a habit of thinking about your employee's goals and focus for the year. Recognize when you see opportunities for them and let them know about it.