



Leadership Excellence Core 4 Insights Tool

Insights Accelerator

Guided 360-Degree Report Interpretation Companion

Exercising Servant-Leadership FOR Organizational Health and Well-Being

Introduction

This guided 360-degree report interpretation companion is designed to help accelerate your insight acquisition as you review the *Leadership Excellence Core 4 Insights Development Report* on your own and with your Debriefing Coach.

We recommend that you move through this workbook step-by-step from start-to-finish as you review your report for the first time. After your first review of your report, we find it is helpful to **put the report aside for a couple of days and then revisit it** with fresh eyes. Use this workbook as your guide to help structure your approach to reading, understanding, and using the feedback provided to you in your report.

All results in the report should be interpreted through the lens of your current situation – your role, your key organizational priorities, your career aspirations, and the needs of those you lead. All results here should be considered as relative to your own pattern of results; that is, scores that are higher relative to your other scores are likely to represent strengths for you to leverage on your leadership journey. Scores that are lower relative to your other scores might be places you want to focus development. There are no absolutes - it must be interpreted within your unique context.

You may also gain insight into potential derailers. Derailers are behaviors that – without intentionally focusing on improving in those areas – could have a negative impact on success in your current role or your career long-term. Not everyone has derailers. Again, determining whether a derailer(s) exists will be contextual and depend on a number of factors. Typically, we look at the score received, where it falls relative to other scores, whether this is critically important for one’s role (i.e., Importance Score within Section X: Organizational Alignment Ratings), previous corroborating feedback, and whether the feedback from multiple Raters to the second question (i.e., What are this individual’s greatest opportunities to improve as a leader”) in Section XI: Open-Ended Comments aligns with and reinforces the lower scores. We strongly encourage you to work with an experienced coach who is familiar with debriefing this tool to help you explore whether a derailer(s) exists and actions to take if it does.

Symbols to Guide You

The companion is designed to walk you step-by-step through the process of reviewing and reflecting on your results. You will see these symbols throughout the companion as a way to highlight what is expected of you.



Write



Read



Make Connections

1. Preparing to Review Your Results

Before opening your report or looking at your results, first reflect on the questions below.



How are you feeling about this process right now?

It is normal and expected to experience a wide-range of emotions when participating in a 360-degree assessment. Many individuals initially experience some anxiety or fear before seeing their results. When reviewing the report, you might find yourself feeling surprised, relieved, frustrated, angry, etc. Acknowledge how you are feeling without taking action. It takes some time to process the feedback and put it into context; be careful not to react or jump to conclusions too quickly.



What are your goals for this experience (i.e., what do you hope to get out of it)?



Think of a time in the past that you received feedback that ultimately helped you in your career.

What about that situation helped you to grow and succeed? What did the feedback provider(s) do that was beneficial? What did you do that helped you to develop?

2. Section I: Understanding the Context

The *Leadership Excellence Core 4 Insights Tool* was created to provide the leaders of Children’s Mercy insights into the alignment between their leadership behaviors and the organization’s Leadership Excellence Core 4 Model (see model below). It is a tool to help you identify the most impactful areas to focus your development.

CHILDREN’S MERCY LEADERSHIP EXCELLENCE 4 CORE MODEL

	MANAGING SELF	MOBILIZING OTHERS	CULTIVATING CULTURE	CHALLENGING SYSTEMS
Leadership Values	Awareness Integrity Accountability	Empathy Trust Empowerment	Honesty Connectivity Stewardship	Curiosity Courage Adaptability
Leadership Practices	<ul style="list-style-type: none"> • Making time for reflection and rejuvenation • Knowing what energizes you and derails you • Seeking to understand how others see you • Acting from internal values and doing what is right • Accepting personal accountability and responsibility 	<ul style="list-style-type: none"> • Listening, and meeting others where they are • Identifying and implementing increasingly reliable processes • Giving others a voice and decision-making power • Co-creating the vision and modeling the way • Removing organizational barriers to growth and progress 	<ul style="list-style-type: none"> • Promoting truth and authenticity • Prioritizing diversity, inclusion and interdependence • Articulating shared values and beliefs • Aligning activity with organizational mission and strategy • Taking great care of every resource 	<ul style="list-style-type: none"> • Asking powerful questions • Confronting embedded beliefs and assumptions • Embracing conflict, complexity and change • Innovating and experimenting with purpose • Thinking strategically and acting adaptively



Read Section I: Introduction of your report (pages 3 – 6)



After reviewing the Introduction, identify the 4 Leadership Values that, when you are engaged in activities that allow you to express them, bring you energy and joy (i.e., you like doing them the best).

#1: _____

#2: _____

#3: _____

#4: _____



What questions do you have about the *Leadership Excellence Core 4 Model* that were not answered by Section I: Introduction?

3. Section II: Orient Yourself to the Report and Data Presentation

This section we will ask you to become oriented with the sections of the report, key definitions and terms, the rating scale, and how data is presented in the report. **Do not begin looking at your results yet.**



Review the Table of Contents (page 2): Note: if you are viewing the report electronically, the Table of Contents is hyperlinked, which means you can click on a section and you will be taken to that part of the report.



Read Section II: Orientation to Your Report



What questions do you have about the report structure, definitions and terms, the rating scale, etc. that were not answered by Section II: Orientation to Your Report?



Quickly scan through your report. Don't spend a lot of time on any one page yet. Simply flip through the pages to get a feel for the parts of the report and how the data is presented.



Capture any initial reactions you have as you scan through your report. How are you feeling? Is anything surprising you? Anything that is confusing you? What questions are coming up for you? Take note of those initial reactions.

4. Section III: Overall Leadership Excellence Core 4 Index Review

First, we want you to take a big-picture, high-level view of your results. The Overall Leadership Excellence Core 4 Index averages responses to all 60 items in the survey into a single score for each of your rater groups as well the self. As is the case for all graphs throughout the report, the “Total Score” represents the average of the responses from all your raters, but excludes your Self scores.



Read Section III: Overall Leadership Excellence Core 4 Index



What is your initial reaction? How do you feel about the overall score(s)? Are the scores where you expected them to be?



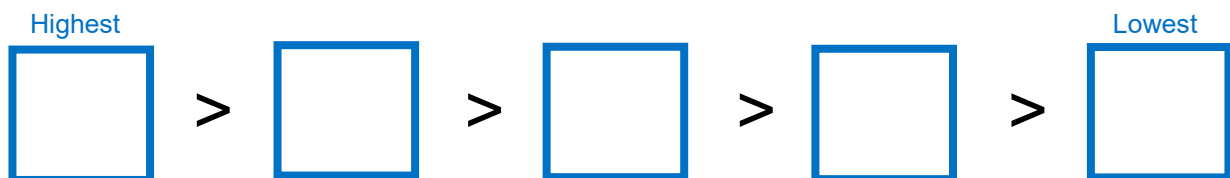
What is the overall pattern across your rater groups? One of the main advantages of this 30,000-foot view is it allows you to discern the pattern of results across your rater groups.

Which Rater Group (including Self) had the highest average score? _____

Which Rater Group (including Self) had the lowest average score? _____



What is the overall pattern across your rater groups? One of the main advantages of this 30,000-foot view is it allows you to discern the pattern of results across your rater groups. Below, input the rater groups from highest average score on the left to lowest average score on the right.



What is your reaction to the pattern across your raters? How do you feel? Were you surprised? What does this pattern tell you about how your rater groups experience you?

5. Section IV: Leadership Excellence Core 4 Model

This section still provides a similarly high-level view of your results, broken-down by the Core 4 Elements (i.e., Managing Self, Mobilizing Others, Cultivating Culture, Challenging Systems). This allows you to continue to compare similarities and differences across rater groups, and also provides insights into which of the Core 4 Elements you are stronger in and where you have room to grow.



Read Section IV: Leadership Excellence Core 4 Model



What is your initial reaction? How do you feel about the pattern of results? Are the scores where you expected them to be?



Looking only at your Total Scores, list and rank the Core 4 Elements along with your scores from Highest to Lowest

Highest Element: _____ **Score:** _____

Second Element: _____ **Score:** _____

Third Element: _____ **Score:** _____

Lowest Element: _____ **Score:** _____



What does this tell you about how others experience you? Are the four elements relatively equal or are there differences? How balanced are the raters within a Core 4 Element? How similar are the rater groups across Core 4 Elements? How do the Self scores compare? What patterns do you see and what do they tell you?

6. Section V: Leadership Values

This section allows you to see your relative pattern of scores across all 12 Leadership Values. Presented here are the “Total Scores” for each of the Leadership Value subscales (this score is the average of all your raters, excluding the Self score). This view allows you to see relative strengths and search for potential derailers.



Read Section V: Leadership Values



What is your initial reaction? How do you feel about the pattern of results? Are the scores where you expected them to be? Any surprises?



Identify Your Four Highest Scores (Relative Strengths) and Four Lowest Scores (Possible Derailers – more exploration below)

FOUR HIGHEST

#1: _____

#2: _____

#3: _____

#4: _____

FOUR LOWEST

#1: _____

#2: _____

#3: _____

#4: _____



Exploring Your Lowest Leadership Value Scores. Identifying derailers is highly contextual and depends on a number of factors, including how low the score is, how it compares to your other scores, the importance of the Leadership Value for your role, and exploring open-ended feedback.

Your Concerns: Based on the scores you received and feedback you have received in the past, are you concerned that one or more of the leadership competencies could be a derailer for you? If so, please list which ones and what concerns you have.

Based on Absolute Value: List any Leadership Value scores in Section V that fall **at or below a 4.00** as these are important to explore further.

Based on Relative Value: Reviewing your overall pattern of scores on this page, list any Leadership Values that have scores that are noticeably lower (for example, that are falling **1.5 or more points lower** than the majority of your scores)?

7. Section X: Organizational Alignment Ratings

Next, we are going to ask you to skip ahead to Section X: Organizational Alignment Ratings. This section helps you to get a better sense of what the organization needs most from you in your current role. You and your raters had 4 “votes” to select the most important Leadership Values for your role. The Leadership Values are presented with the one receiving the highest percentage of the votes at the top to the one receiving the lowest percentage of votes at the bottom.



Read *Section IX: Organizational Alignment Ratings*



What is your initial reaction? Are they where you expected them to be?



Which values are considered most important for your role? List and rank the four Leadership Values that earned the highest Importance percentages below. Then list the four Leadership Values your Supervisor indicated as most important for your role.

FOUR MOST IMPORTANT

#1: _____

#2: _____

#3: _____

#4: _____

YOUR SUPERVISOR'S FOUR VOTES

#1: _____

#2: _____

#3: _____

#4: _____



Seeking Strengths-Organizational Needs Alignment: Compare your list of your Four Highest Leadership Values on Page 8 to your Four Most Important above – list any leadership values that appear on both lists.



Exploring Potential Derailers: Compare your list of your Four Lowest Leadership Values on Page 8 to your Four Most Important and the Four Values Your Supervisor Voted for above – list any leadership values that appear on both lists. While this alone does not identify a derailer, it is an indication of an area to explore further.

8. Section XI: Respondents' Open-Ended Comments

This section allows respondents to provide feedback in their own words. These comments are presented verbatim – just as the respondents entered them. Often this section can provide reinforcement for themes that appeared earlier in the report. Frequently, it expands on the earlier themes, providing more detail to further “paint the picture” of your unique strengths and areas for development.



Read Section XI: Respondents' Open-Ended Comments



What are your takeaways after reading through the feedback received to the question: “What do you value most about this individual’s leadership?” What key themes stand out to you? Underline any comments you want to remember. Summarize the themes/takeaways below.



What are your takeaways after reading through the feedback received to the question: “What are this individual’s greatest opportunities to improve as a leader?” What key themes stand out to you? Underline any comments you want to remember. Summarize the themes/takeaways below.



Exploring Potential Derailers: Compare your list of your Four Lowest Leadership Values on Page 8 to the themes for improvement that came up above – list any overlapping Leadership Values below. While this alone does not identify a derailer, it is an indication of an area to explore further.

9. Section VI: Item-Level Analysis of the Leadership Values

This section presents all 60 items of the assessment. The section is structured with the overall Leadership Value subscale scores at the top of each page (e.g., Awareness, Empathy, Adaptability, etc.) with the scores on each of the 5 items that subscale is comprised of presented below it. This section allows you to examine the specific behaviors that represent that leadership value.



Section VI: Item-Level Analysis of the Leadership Values – here, you might choose to read through each item and note patterns across items or raters or you might want to simply scan through it or investigate a few select Leadership Values in more depth (we recommend at a minimum reading through the pages of your Four Highest Values and Four Lowest Values).



Take Notes – What do you want to remember? What is surprising? What is confusing? What key themes stand out to you? What behaviors might you want to leverage to highlight your strengths or to focus on changing in order to improve your impact?