



INSIGHTS ACCELERATOR

Guided 360-Degree Report Interpretation Companion

Pixel Leadership Group, LLC is a leadership and organization development consulting firm composed of psychologists, business leaders, and social scientists who enjoy applying their collective expertise to help maximize leaders' potential, create inspired and innovative teams, and build people-centric organizational cultures. We use our deep understanding of behavioral and assessment science to develop customized solutions to help our clients achieve their unique goals.

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INTRODUCTION

This guided 360-degree report interpretation companion is designed to help accelerate your insight acquisition as you review the *Pixel Perspectives+ 360 Insight 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 areas you want to focus your 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 several 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 VI: Role 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?*") in Section VIII: 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 to highlight what is expected of you.



Write



Read



Make Connections

STEP 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. Allow yourself 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 when 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?

STEP 2 | Section I: Understanding the Context

The *Pixel Perspectives+ 360 Insight Development Report* is designed to provide you with insights into your current leadership practices to help you to identify the most impactful areas on which to focus your development.

A leader's purpose is to scale their impact; that is, to drive results that are far greater than a single individual could accomplish on their own. We align our understanding of leadership with Kevin Kruse's¹ definition below:

*Leadership is a process of social influence,
which maximizes the efforts of others towards
achievement of a goal.*

This tool provides feedback on two key leadership areas that are critical to leadership and organizational success – that is, the actions you engage in that **enable others** to achieve goals and success in your organization (*Empowering Leadership Practices*) and the behaviors you employ to **enable groups of people to work together cohesively** to accomplish goals (*Team Leadership Practices*).



What is your reaction to this definition of leadership? After reading the definition of leadership used for this *Pixel Perspectives+ 360*, how does this fit with what you know about leadership? What do you want to discuss with your coach?

¹ Kruse, K. (April 9, 2013). What is Leadership? Forbes.com Retrieved from: <https://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/?sh=2d8110db5b90>

EMPOWERING LEADERSHIP

To gain followership and empower others to achieve results, a leader must cultivate **social influence**. This occurs through the intentional and balanced focus on **two factors: PEOPLE and PRIORITIES**. Each factor is associated with **5 Empowering Leadership Practices** as listed below.

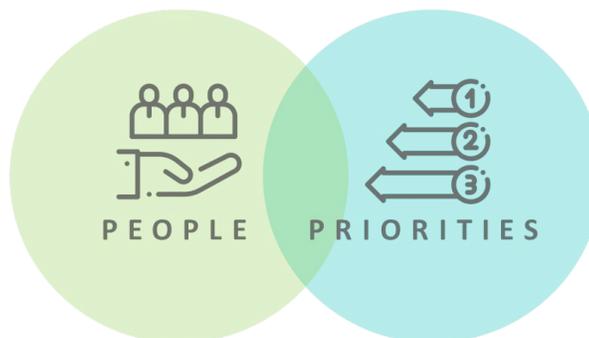
The **PEOPLE** factor is characterized by a **follower-centric** approach in which the leader invests a significant amount of their time and energy in building and maintaining trusting relationships, developing and leveraging others' unique talents, listening deeply to their perspectives, and creating an environment in which people work together and feel included.

The **PRIORITIES** factor represents the leader's role in **leading the way**. An empowering leader does not tell individuals **how** to do their work, but instead creates ownership by providing clarity about **what** outcomes are expected and **why** the work is important. By providing the direction, clear expectations, and goal alignment, the leader facilitates others' capacity to deliver quality results and innovative solutions.

PIXEL'S EMPOWERING LEADERSHIP MODEL

PEOPLE

1. Builds strong relationships
2. Develops talent
3. Listens attentively
4. Encourages collaboration
5. Champions inclusivity



PRIORITIES

1. Sets the direction
2. Provides clear expectations
3. Aligns goals
4. Delivers quality results
5. Cultivates innovation



TEAM LEADERSHIP

To **maximize the efforts of others towards the achievement of a goal**, a leader must create an environment that encourages positive team dynamics. The team leader can do this by focusing on **two factors: PEOPLE and PROCESS**. Each factor is associated with **5 Team Leadership Practices** as listed below.

Like leading individuals, focusing on creating a team culture that encourages positive relationship dynamics (i.e., **PEOPLE**) is critical in a high functioning team. The second focus for a leader is to ensure the group is clear about how they will work together in a way that coordinates efforts across individual members to create a “*well-oiled machine*” (i.e., **PROCESS**).

The **PEOPLE** factor is characterized by creating a culture in which team members are respectful towards each other, they value and appreciate diversity and a variety of perspectives, individual team members feel safe to express differing opinions and bring attention to mistakes. In exceptional teams, conflict is not avoided but instead is welcomed as a way to produce better decisions, and individuals prioritize supporting others – their teammates, customers, and the community – over their own goals.

The **PROCESS** factor represents creating conditions that orients the team towards achieving outcomes in an efficient and effective manner. The leader creates clarity about where the team is headed and the values that will guide the way they work to get there. The leader ensures there are clear procedures and methods for how to work together as well as who is responsible for what. Finally, the leader creates the expectation that the team measures and reviews its results regularly, adjusts to fix problems, and continuously seeks to improve.





Read **SECTION I: INTRODUCTION**



Which 5 Leadership Practices ENERGIZE You? Below, write the 5 practices out of the of all 20 practices (i.e., 10 Empowering and 10 Team) that bring you the most energy and joy when you are doing them.

#1: _____

#4: _____

#2: _____

#5: _____

#3: _____



What insights, reactions, and questions do you want to capture at this point? After reading through the definition of leadership used for this Pixel Perspectives+ 360 and reviewing the leadership practices, what is coming up for you that would be helpful to discuss with your coach? Have you had any “ah-ha’s”? What questions do you have? What do you want to be sure to remember? Note those things here.

STEP 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: Note that 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.

STEP 4 | Section III: High-Level Snapshot

First, we want you to take a big-picture, high-level view of your results. The **High-Level Snapshot** section allows you to begin comparing patterns across your rater groups and comparing your *Empowering Leadership Practices* vs. your *Team Management Practices*.



Read **SECTION III: HIGH-LEVEL SNAPSHOT starting with the Leadership Excellence Index**. The **Leadership Excellence Index** presents an average of responses to all 20 leadership practice items in the survey into a single score for each of your rater groups. The “Average Score” represents the average of the responses from all your raters but excludes your Self scores.



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 advantage 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 (e.g., Self > Staff > Supervisor > Stakeholders).

Highest

>

>

>

Lowest



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 raters perceive you?



Now Read the *Empowering and Team Leadership Practices Indexes*. While still high-level, these indexes present your scores for the two areas with each Index representing the average of the 10 practices into a single score for each of your rater groups. The “Average Score” represents the average of the responses from all your raters but excludes your Self scores.



Empowering Leadership Practices Index - 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?



Team Leadership Practices Index - 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?



Compare your scores for Empowering vs. Team Leadership Practices. Is there a difference across the two areas? Where do you have higher scores? Where do you have the most room for improvement? What does this mean to you?



Read **SECTION III: HIGH-LEVEL SNAPSHOT Overview: Average Scores for All Items**. This graph allows you to see your relative pattern of scores across **all 20 Leadership Practices**. Presented here are the "Average Scores" for each of the Leadership Practices (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 areas for development or derailers.



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



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

FIVE HIGHEST

#1: _____

#2: _____

#3: _____

#4: _____

#5: _____

FIVE LOWEST

#1: _____

#2: _____

#3: _____

#4: _____

#5: _____



Exploring Your Highest Leadership Practice Scores. Are you surprised? Do any of your Highest Five Leadership Practices overlap with those things you listed in STEP 2 (of this document) that ENERGIZE you? How do these things help you to be successful in your current role?



Exploring Your Lowest Leadership Practice Scores. Identifying derailers is highly contextual and depends on several factors, including how low the score is, how it compares to your other scores, the importance of the Leadership Practice 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 Practices could be a derailer for you? If so, please list which ones and what concerns you have.

Based on Absolute Value: List any Leadership Practice scores 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 Practices that have scores that are noticeably lower (for example, that are falling **1.5 or more points lower** than the majority of your scores).

STEP 5 Section VI: Role Alignment Ratings

Next, we are going to ask you to skip ahead to Section VI: Role Alignment Ratings. This section helps you to get a better sense of what your organization and your colleagues need most from you in your current role. You and your raters had 5 “votes” to select the most important Leadership Practices for your role. The Leadership Practices 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 VI: ROLE ALIGNMENT**



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



Which practices are considered most important for your role? List and rank the five Leadership Practices that earned the highest Importance percentages below. Then list the five Leadership Practices your Supervisor indicated as most important for your role. *Is there overlap? That area should be considered particularly important.*

FIVE MOST IMPORTANT

#1: _____

#2: _____

#3: _____

#4: _____

#5: _____

YOUR SUPERVISOR'S FIVE VOTES

#1: _____

#2: _____

#3: _____

#4: _____

#5: _____



Seeking Strengths-Role Alignment: Compare your list of your Five Highest Leadership Practices in Step 4 (Page 11 in this document) to your Five Most Important above – list any leadership practices that appear on both lists.



Exploring Potential Derailers: Compare your list of your Five Lowest Leadership Practices (Page 11 in this document) to your Five Most Important and the Five Practices Your Supervisor Voted for above – list any leadership practices that appear on both lists. While this alone does not identify a derailer, it is an indication of an area to explore further.

STEP 6 | Section VIII: Qualitative Feedback

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 VIII: QUALITATIVE FEEDBACK**



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



Opportunities to Improve: What are your takeaways after reading through the feedback received to the question: *“What are this leader’s greatest opportunities to improve?”* 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 Five Lowest Leadership Practices (Page 11 of this document) to the themes for improvement that came up above – list any overlapping Leadership Practices below. While this alone does not identify a derailer, it is an indication of an area to explore further.



Actions To Improve: What do you want to remember or actions you want to take after reading through the feedback received to the last open-ended item: *“Please describe 3 – 5 concrete actions that this person can take to immediately improve their effectiveness at work.”* What key themes stand out to you? Underline any comments you want to remember. Summarize the themes/takeaways/actions you want to take below.

STEP 7 | Section IV: Empowering Leadership Deep Dive

This section presents your results for the *Empowering Leadership Practices* items. First, you will see your Self scores compared to the Average score (that is the average of all your raters) for Empowering Leadership Overall (the average of all 10 items) presented with your PEOPLE and PRIORITIES subscale scores (each comprised of 5 items). Next, the Average Score (the Average of all your raters' scores) is compared to your Self score for all 10 Empowering Leadership Practices. Finally, you will see an item-by-item presentation of your results presented by rater group (i.e., Self, Supervisor, Stakeholders, Staff).



Read **SECTION IV: EMPOWERING LEADERSHIP PRACTICES**



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



What patterns are you observing? Compare PEOPLE to PRIORITIES – which is higher? How are you rating yourself compared to your raters on Empowering Leadership? What are your take aways?



Section IV: Item-Level Analysis – 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 Practices in more depth.



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

STEP 8 Section V: Team Leadership Deep Dive

This section presents your results for the *Team Leadership Practices* items. First, you will see your Self scores compared to the Average score (that is the average of all your raters) for Team Leadership Overall (the average of all 10 items) presented with your PEOPLE and PROCESS subscale scores (each comprised of 5 items). Next, the Average Score (the Average of all your raters' scores) is compared to your Self score for all 10 *Team Leadership Practices*. Finally, you will see an item-by-item presentation of your results presented by rater group (i.e., Self, Supervisor, Stakeholders, Staff).



Read **SECTION V: TEAM LEADERSHIP PRACTICES**



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



What patterns are you observing? Compare PEOPLE to PROCESS – which is higher? How are you rating yourself compared to your raters on Team Leadership? What are your take aways?



Section V: Item-Level Analysis – 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 Practices in more depth.



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

STEP 9 | Section VII: Staff Thriving Index

This section presents your staff's scores on 15 indicators of Staff Thriving. These scores can provide you insights into your staff's current work experience. As their leader, you are a strong influence on your staff's work experiences and level of thriving.



Read *SECTION VII: STAFF THRIVING INDEX*



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



Which scores would you like to be higher? Brainstorm actions you could take to improve those scores that you can discuss with your coach. How do you want to incorporate this into your development plan?



NOTES