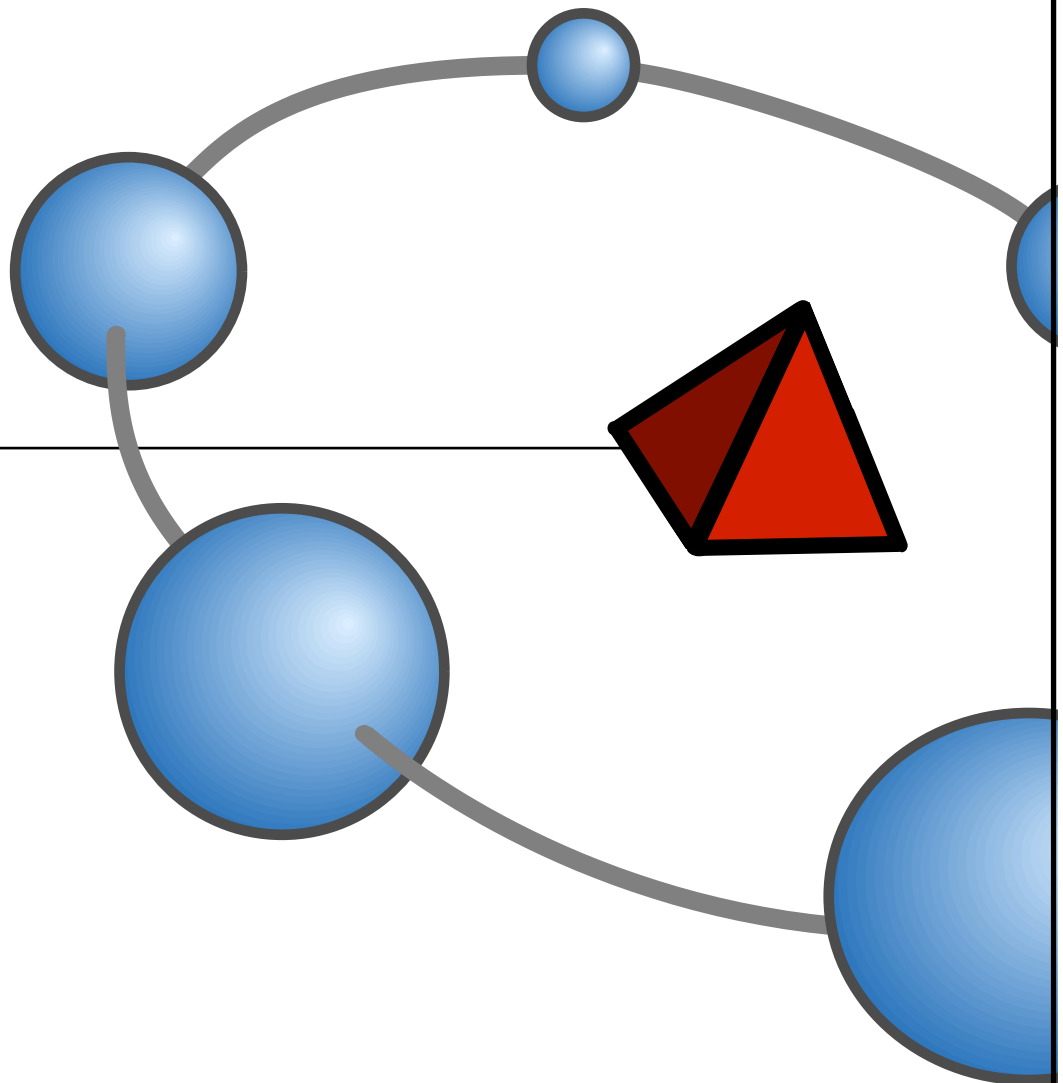


# Collaborative Leader Profile

Simon Sample

Confidential Feedback Report



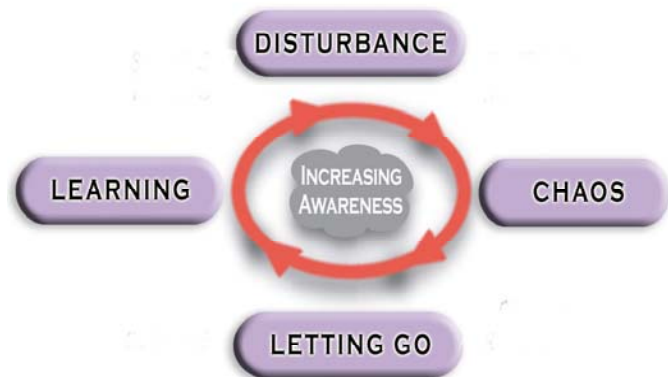
*Challenge Quest*

Greg Robinson, Ph. D.  
Challenge Quest, LLC

## **The Model**

Receiving feedback is an exciting, yet challenging experience. As the learning model indicates, this report is hopefully a Disturbance that begins a new development process for you. Disturbances by their nature can be surprising and disruptive. The best first step is to allow yourself to be disturbed. Please read the following ratings and comments with openness to what you may learn about yourself.

Expect to feel a bit unsettled or uncertain as you process the information of the report. This Chaos is a natural part of learning. You may read things that are a surprise to you and you may find that your perceptions of yourself are very different from some of your colleagues. Remember this report says nothing about your potential or capability. It is a snapshot in time of your behavior. The most useful thing is to not become defensive or blame circumstances for your actions. Slow down and let the various perceptions broaden your perspective about yourself.



A critical component of your development is openness and curiosity. As you read this report, Let Go of those things that might keep you from receiving the feedback of your colleagues. The need to rationalize and justify your actions will keep you from seeing new things about yourself. Another barrier to receiving the feedback might be the desire to figure out who said what about you. The best course of action is to accept the input as well intentioned and an opportunity to grow. It is important not to get too focused on what you might perceive as negative comments. This process is not about being perfect, it is about growth.

In the end, listen to the emotion that you experience for it will tell you some important things about your assumptions. This is the critical process of Learning. Take the opportunity to let the input of others help reveal to you some of your assumptions that may be unnoticed and taken-for-granted.

Good Luck on your Adventure!

## **Response Count**

Your report contains feedback from the following participants:

Overall	13
Self	1
Leader	3
Peer	3
Direct Report	4
Other	3

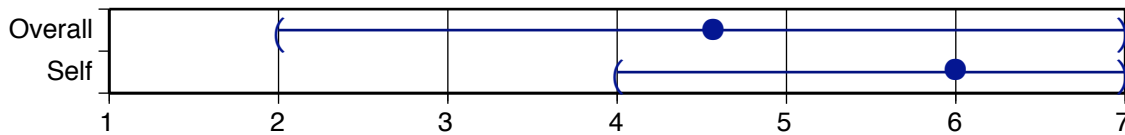
The Overall group includes scores from all respondent groups except "self."

## Results

The composite scores on this assessment form are plotted on the continuum of 3 core abilities: Emotional Maturity, Critical Reflection, and Systems Thinking. These are three essential competencies for effective collaboration.

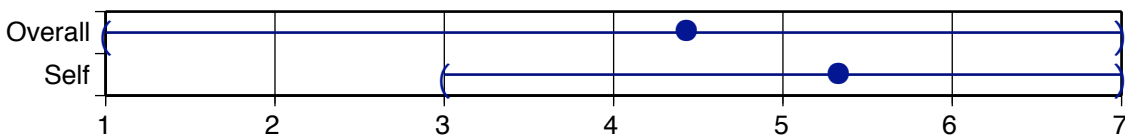
### Emotional Maturity

The ability to monitor the emotional state of self and others, to regulate oneself in the face of anxiety rather than be reactive and to tolerate high levels of emotional discomfort.



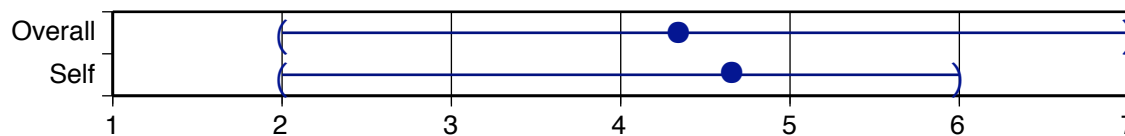
### Critical Reflection

The willingness and ability to learn from experience, to uncover and challenge one's assumptions and the willingness to ask questions rather than simply provide advice.



### Systems Thinking

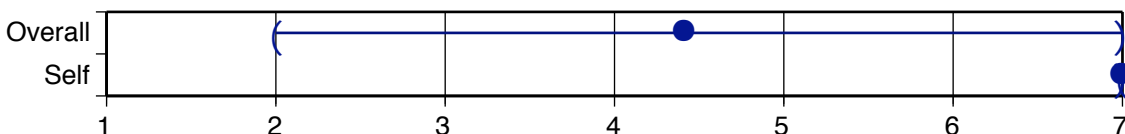
The ability to see the interdependencies between things, to see the bigger picture, to seek root causes rather than symptoms and to change self rather than others.



The fourth critical competency focuses on the leader's willingness and ability not only to get work accomplished but also to facilitate the development of others. Organizations that have well developed leaders at all levels are more capable of responding to a changing environment.

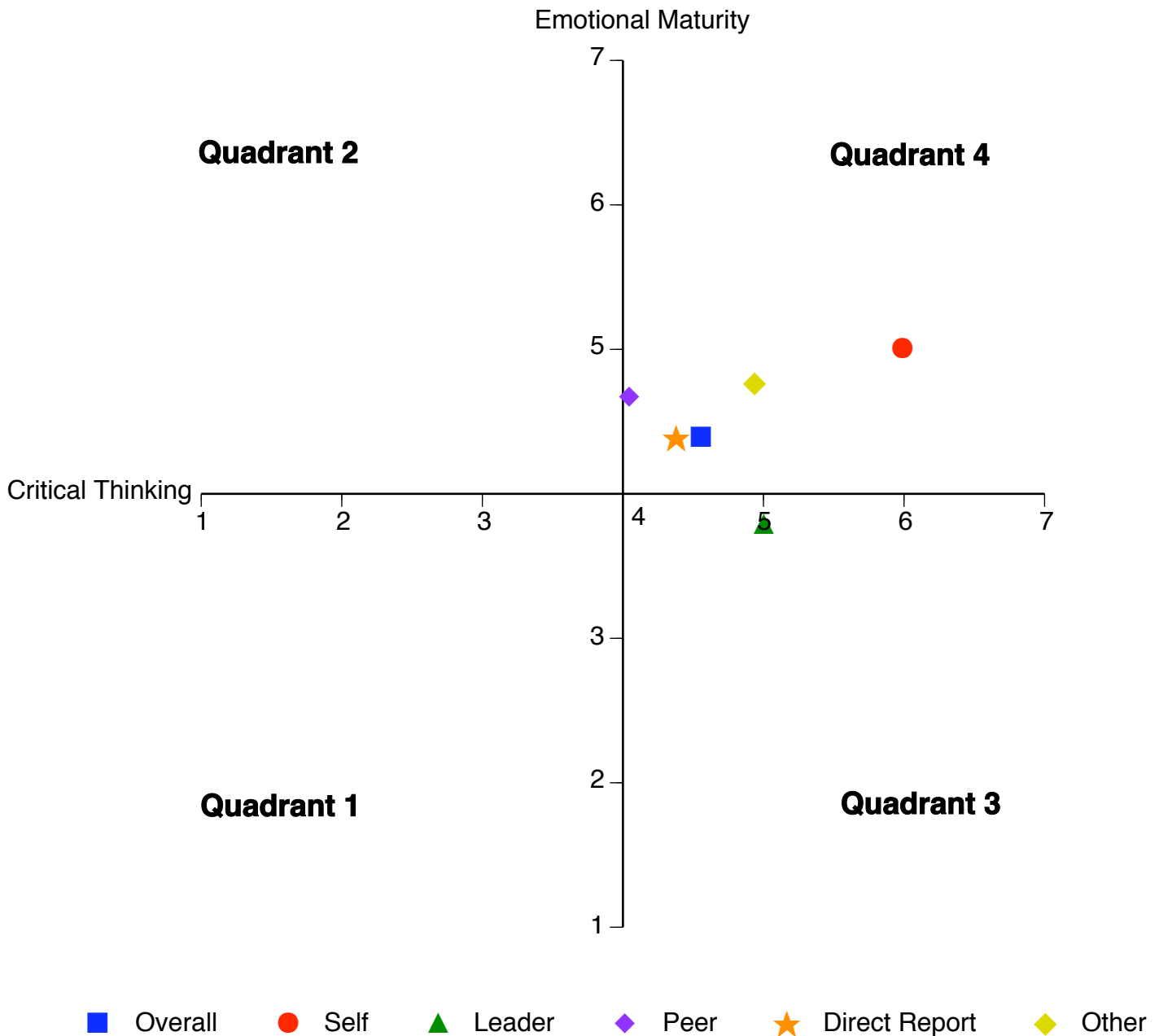
### Facilitative Leadership

The ability and willingness to focus on interpersonal process and the task at the same time, the ability and willingness to teach others and the willingness and ability to allow others to learn from doing without the leader being too close or too far away.



## Results

This graph plots each respondent group's average of Critical Thinking questions against Emotional Maturity questions. Please refer to the quadrant descriptions on the next page to understand the implications of your feedback.



## **Quadrant Descriptions**

### **Quadrant 1 - The Reactive Leader**

The reactive leader tends to allow his/her actions to be driven by emotion rather than being intentional and purposeful. You may find that you either work too closely with others so that they feel you are always looking over their shoulder or you may find that you keep too much distance with others. Your followers may claim that you are too busy or never around or that they feel abandoned by you.

Your decisions too are mostly driven by emotion. You may be quick to make assumptions which can often create misunderstandings with others and lead you to experience a good deal of anxiety about things that may not be true. You may also find that you often work under self-imposed constraints that you believe to exist but do not actually exist.

### **Quadrant 2 – The Intellectual Leader**

The intellectual leader is very good at analyzing situations. You tend to be very purposeful and thoughtful about decisions and actions. Yet you can also become paralyzed by over-thinking things. You may not want to take action unless you are certain that you know what the end result may be.

You also tend to be uncomfortable with emotion. Consequently, you seek to avoid confrontation and when conflict emerges you take action to eliminate conflict. Although you like to think things through you may not be as open to multiple perspectives on an issue especially if exploring those perspectives leads to tension or conflict. You tend to keep other people at arms length. Those who work with you may respect your intellect but may also claim that they do not really know you.

### **Quadrant 3 – The Congenial Leader**

The congenial leader is a real people person. You are very comfortable with emotions of all sorts. Consequently, people may experience you as friendly, supportive, stable and personable. Your challenge is likely that you are easily influenced by others. You find it difficult to form your own opinion on an issue. You may also find it difficult to be confident espousing your views on issues.

Ultimately, you may find that people like working with you but that you have a difficult time getting things accomplished. When tough decisions need to be made you may opt for keeping the most people happy rather than making the necessary decisions. When things begin to become really difficult you may not keep the course especially if there is a critical mass of people that express their discontent. Consequently, you may always be searching to please everyone but accomplishing little. This may result in you experiencing a good deal of personal anxiety.

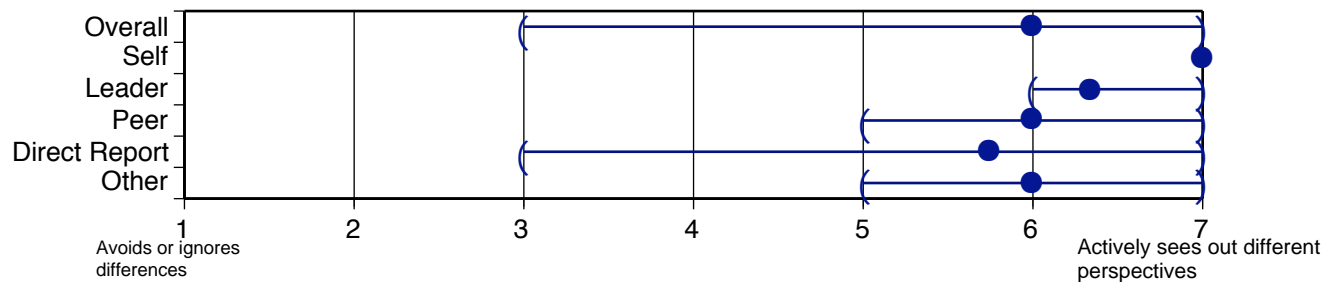
### **Quadrant 4 – The Collaborative Leader**

The collaborative leader has a well developed sense of self. You know what you think and can calmly represent your perspective. Yet you are open to the ideas of others and actively seek different perspectives in order for you to improve and refine your views. You have a good grasp on the assumptions that you hold and seek to help others become aware of the assumptions that they are holding.

Although you may not like conflict, you are committed enough to growth and progress that you can withstand periods of emotional tension, especially when you see that it serves a larger purpose. You manage personal boundaries with others well. You do not rescue or micro-manage others, but neither are you distant and disconnected.

# Collaborative Leader Profile

## 1. To what extent does he/she seek views different than his/her own views?



### Comments:

- \* Differences of insight and new perspectives are listened to and respected but very little follow-through or change as a result.
- \* Differences are listened to.
- \* The group accepted different viewpoints from others and worked to gather input from all of the areas.
- \* The Group seems comfortable with the way that ideas are brought up and individuals feel comfortable in adding in when they have pertinent information.
- \* Wood yah house key
- \* Serious difficulty in making decisions as it becomes unclear who makes the decision. Supervisor decision, management decision, VP decision or COO/CEO decision?
- \* Solid direction was given. While a group decision was not made in our meeting, it was clear that at a higher level decisions were made and the direction was passed down.
- \* I am too new with this group to get a full reading on this question. In the meeting it seems like they discuss well, but I don't know how the follow up is after the meeting.
- \* I would say that Timely Decision Making takes place, but I am not entirely sure that everyone has clear direction and expectation for the decisions to be executed properly
- \* I can't say this name
- \* Not everyone is focused on what they consider is "not their issue"
- \* Clear focus as assignments were being given out.
- \* Side conversations are a challenge. Usually one or two individuals will break off into a separate conversation that was spawned from the group conversation.
- \* In all three meetings I observed side conversations going on. For one reason there are too many people in this meeting. Now that the new director of Engineering is here, the meeting should be restructured so that 3-4 individuals who are engineers do not need to come. There seems to be a lack of respect for the others
- \* Sometimes too many side conversations.
- \* Wouldn't care if he did
- \* At the leadership level, all avoid conflict in meetings.
- \* Conflict in staff meetings is always avoided.
- \* I didn't see any evidence of escalation, but from what I can tell I think this group most likely avoids conflict or at least one or two individuals only voice their opinions.
- \* Conflict doesn't really occur...and if something does get heated, they overuse humor to compensate for it. In one particular instance, there was humor overused and everyone but the individual to whom it was directed towards was laughing.
- \* Well this is an interesting question...
- \* Acceptance and implementation of change is very difficult at "company"
- \* The directions/assignments given will help us focus on the past if the assignments are completed. The assignments should help understand the past and make improvements for the future.
- \* Again not enough information directly from this meeting, but from what I know of this group I believe it is related to the above comment.
- \* They can recognize and talk about past experiences, but they don't seem to take any action on what they have learned from the previous time around.
- \* What do you know?
- \* Members freely admit to having problems and request assistance. Follow-through and implementing the assistance is questionable.
- \* The team talks freely about problems.
- \* I think this group does a good job of raising issues, but the way in which they go about it may be of concern.
- \* I think they do a great job of raising issues and asking for help, but as stated before, they are not clear at what they expect