

A woman with long brown hair, wearing a light-colored blazer over a white shirt, is pointing with a red marker at a whiteboard. She is in a meeting room with other people, including a woman in the foreground on the right who is looking towards the whiteboard. The background shows a whiteboard with some diagrams and a window with blinds. The entire image has a purple overlay.

WELCOME TO YOUR INCLUSIVE LEADERSHIP REPORT

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What's Inside

Welcome to Your Report

Technical Stuff

The 5 Stages of Transformation (Activity)

Inclusive Skills Overview

- Your Inclusive Leader Pulse
- Understanding the Skill Deep Dives
- *Own Your Story*
- *Listen to Build Trust*
- *Seek & Give Feedback Courageously*
- *Respect Individuality & Build Belonging*
- *Hiring & Progression*
- *Transform the Way You Lead Inclusively*

Strengths & Opportunities for Growth

- Strengths: What to Keep Doing
- Opportunities for Growth
- Greatest Areas of Improvement (only with R2)

Levels of Engagement & Open Text Feedback

- Your Levels of Engagement
- Comments – Strengths
- Comments – Opportunities for Improvement

Pause. Reflect. What will it take to become a more inclusive leader?

Appendix

- Levels of Engagement Map
- Reviewer Questions

Welcome to Your Report!

Thank you for taking this step in seeking feedback courageously as a part of your journey in developing as an Inclusive Leader!

Everybody has the opportunity to lead inclusively, whether you're a people-manager or an individual contributor. This report contains data on the responses that you and your colleagues, direct reports, and/ or team members provided regarding your inclusive behaviors. Your responses are displayed along-side Reviewer responses to help you consider how you see yourself compared to how others experience you. *(Please note: Aggregate response scores of Reviewers are included where five or more Reviewer responses are provided. If fewer than five responses are provided for a single Participant, the Participant will only see their self responses.)*

Remember, **this report is to help you better understand and reflect on your strengths as an Inclusive Leader, as well as your key areas for growth.** Throughout the report, you will find opportunities for reflection and suggestions for converting your learning into action ("Take a Moment to Consider" within each skill section and the "What, So What, Now What" activity at the end of the Report). Don't skip these! Our roles are demanding—these key insights and times of reflection will help provide actionable steps you can take to be more inclusive.

At times, you may find that the report leaves you with more questions than answers: "I wonder why people perceive me this way", "I wonder what Reviewers saw that caused them to think I do something well, or could improve at something?". These are great questions, and ones that it will be helpful to ask those around you in order to continue to grow in your inclusion skills. **We also encourage you to refer back to this document throughout your Inclusive Leadership process** as you will likely glean new learnings as you find yourself at various stages of growth or considering different aspects of identity.

Inclusive Leadership is a journey, not a destination. We all come with different experiences and learnings. On some topics we may be further along in our learning than others—and we will always have room to grow. We are each at a different stage—and often at multiple stages—of our inclusive leader journey (see 5-Stages of Inclusive Leadership model, page 4). Be intentional in your steps towards practice and learning. Be humble and gracious towards yourself and others when mistakes are made or key areas of growth are highlighted. Be an ally as you work to support and empower other persons and groups.

Thanks again for your commitment to leading inclusively!

Let's begin!



Technical Stuff

Response Scales

All responses were made utilizing two 5-point Likert Scales:

Agreement Scale:

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree and
- (DNK) Do not know / Does not apply

Frequency Scale:

- Very Infrequently (less than 10% of the time)
- Infrequently (about 30% of the time)
- Sometimes (about 50% of the time)
- Frequently (about 70% of the time)
- Very Frequently (90% or more of the time)
- (DNK) Do Not Know / Does Not Apply

Reviewer Scores

Responses of the people you invited to review you are always shown in Aggregate (the only exception being the Open Text Box section). Aggregate response scores are included where five or more Reviewer responses were submitted. If fewer than five responses were submitted, you will only see your own responses.

Level of Engagement Map

At the end of the report, you will find the Levels of Engagement Map. This map helps to define what it might look like to be at each of the 5 Stages for a particular Skill (e.g. for Own Your Story, Listen to Build Trust, etc.). The map further differentiates between what this behavior looks like for those in people-manager roles vs those who are individual contributors. The map and the descriptions it includes are meant to help you think about what it looks like to progress along a Skill. By comparing where you are now to where you want to go, you can get ideas about how to grow in your learning, and nudge yourself forward to the next Stage within that Skill.

Terms

Throughout the assessment we have used the following terms:

Colleagues

Refers to the **people you have selected to review you**. They will mostly be your direct reports and/or team members, but could also include peers, your manager, etc.

Aspects of Identity

Traits and commitments like race and ethnicity, gender, religion, language, culture, sexual orientation, etc.

Bias

A tendency to consciously or unconsciously put disproportionate weight in a certain direction, either in favor of or against a particular thing.

Them

An individual Participant or Reviewer may be referred to as they/them as a way to remain gender neutral.

Your Data

You are the only person who has access to your individual data. Your organization or program leaders will only see aggregate data from all Participants and Reviewers.

Report Summary	
Reviews Completed	6
Reviewers Invited	6

The 5-Stages of Transformation: Activity

Transformation is dramatic growth in an individual or an organization's performance and character. Here's a five-stage growth model for you as a leader, outlining the process by which you can cultivate inclusion as a source for such transformative growth. Each stage offers a new level of learning about how to lead with expanding influence and with many aspects of identity in view.

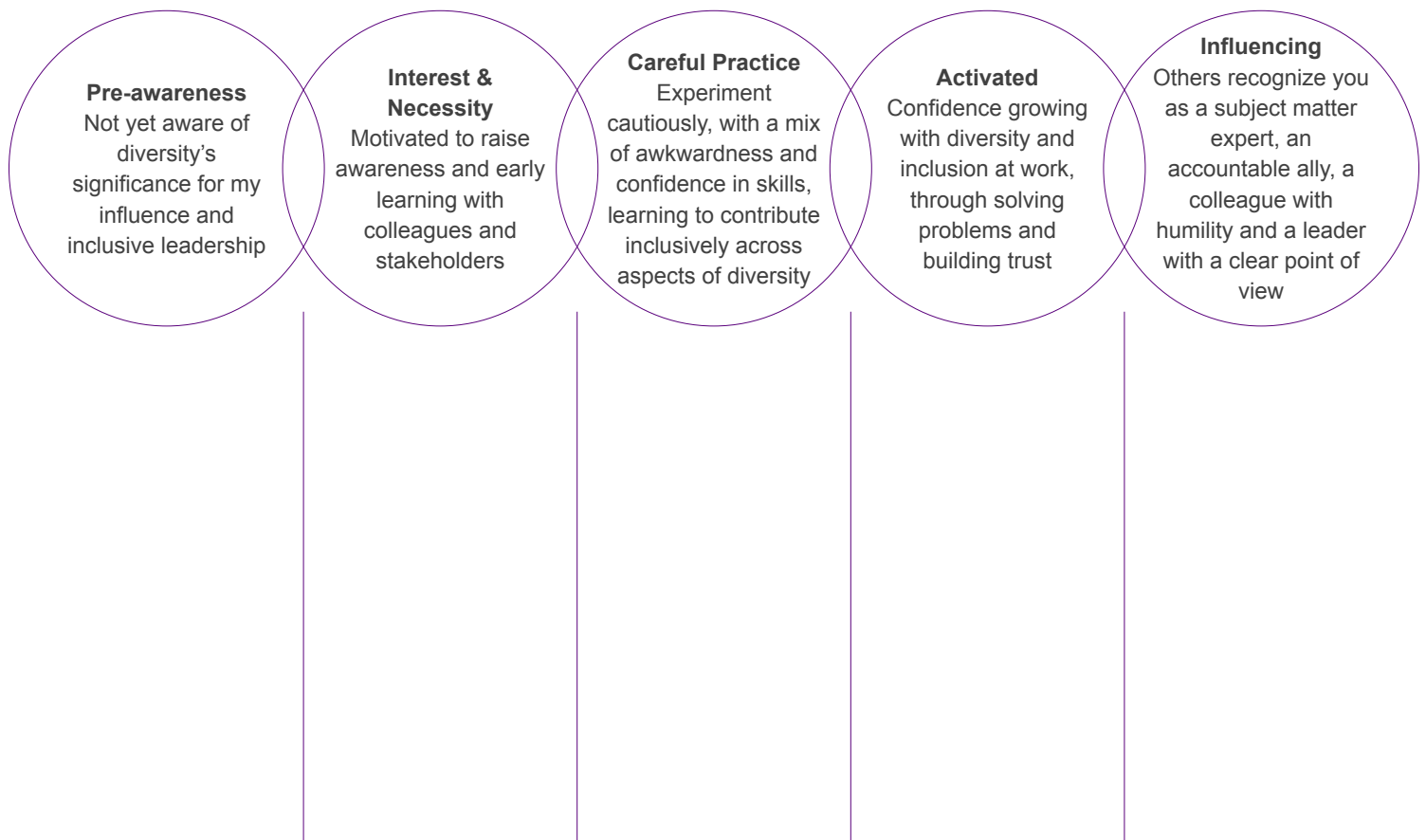
As inclusive leaders, we progress through these stages. Our learning curve is different for each aspect of identity,

and is shaped by our cultures, identity, experience, values, and role. Specific knowledge and skills align with each stage.

Before you dive into your report, take a moment and reflect on what stage you feel you are at for the various aspects of identity, listed in the grey box below. This self-awareness will help you better act on the information about each Skill in this report, as well as throughout your journey as an Inclusive Leader.

Consider the various aspects of identity in this box. Where would you say you are for each one in relation to the 5 Stages of Transformation? Consider writing each aspect under the appropriate circle. Feel free to add to this list.

- Age and Generation
- Appearance
- Cognitive Ability
- Competence and Experience
- Demeanor
- Economic, Social Status or Class
- Educational Achievement
- Ethnicity
- Family
- Gender
- Geographic Orientation
- Health
- Hobbies and Activities
- Language
- Life Stage
- Nationality
- Occupation
- Personality
- Political Interests
- Race
- Sexual Orientation
- Spirituality



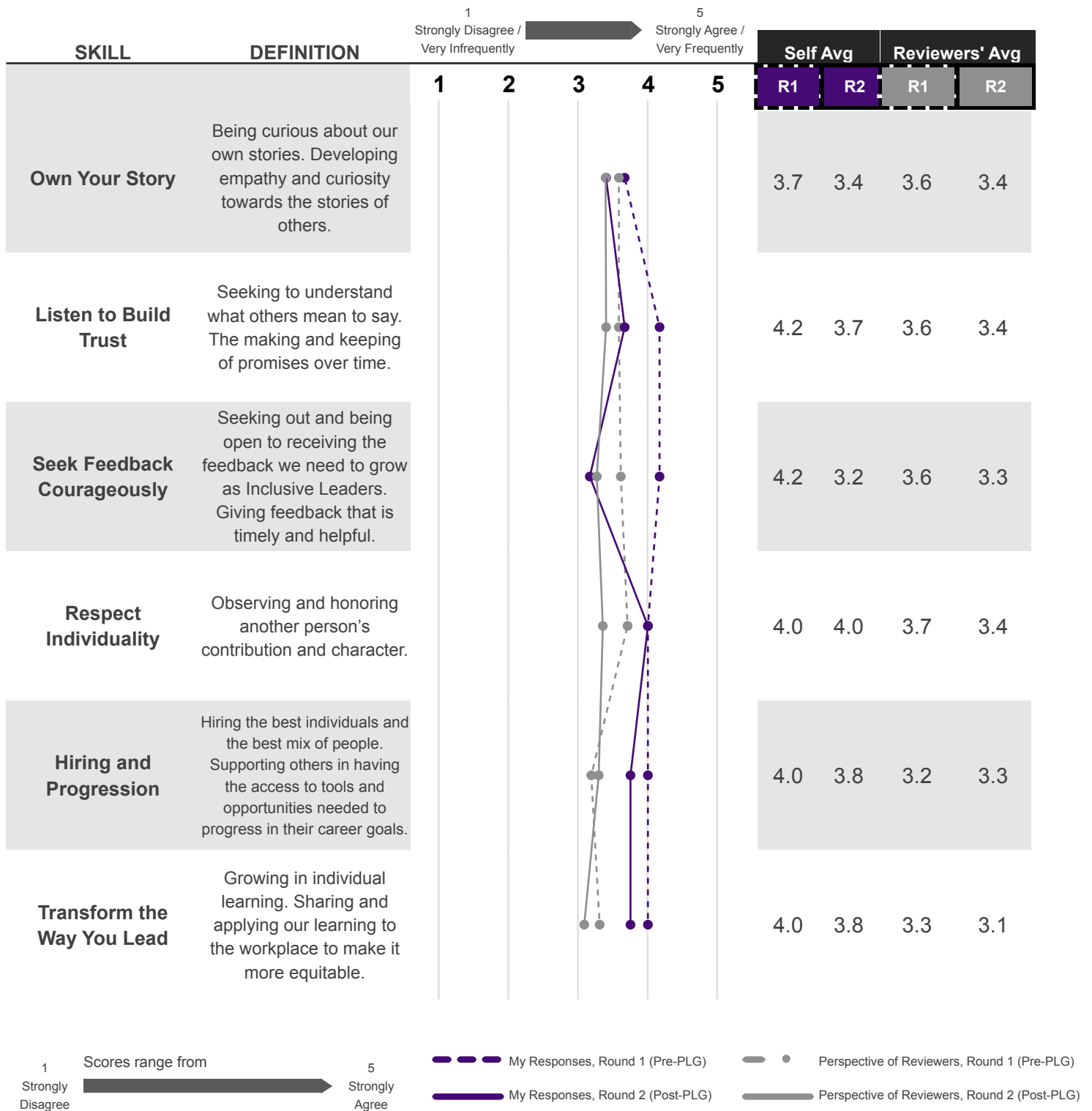


INCLUSIVE SKILLS OVERVIEW

Your Inclusive Leader Pulse

This graph displays how you see yourself as an inclusive leader compared to how those you asked for feedback experience you.

R1 indicates responses from the first round of the assessment. **R2** indicates responses from the second round of the assessment. Responses are mapped to six key Inclusive Leader Skills: *Own Your Story*, *Listen to Build Trust*, *Seek & Give Feedback Courageously*, *Respect Individuality & Build Belonging*, *Hiring & Progression*, and *Transform the Way You Lead Inclusively*. **This overview can help you quickly identify strengths, gaps between intent and impact, and opportunities for growth.**



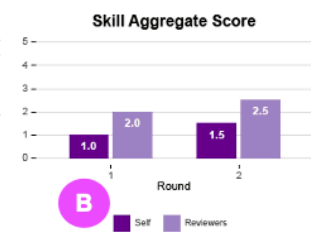
Understanding the Skill Deep Dives

The following section provides a deeper look into the six Inclusive Leader skills. For each skill, you will see two pages with the following elements:

Own Your Story

A Our story is shaped by a number of factors including our upbringing, culture, and values. These parts of our story impact the way we come to work and the way we lead. Each story is: "Like all others, like some others, and like no other". Owning our own story means that we are curious about our own experiences and the way our identity has been shaped. This also serves as a foundation for developing curiosity and empathy for the parts of others' stories and experiences that are unlike our own.

B



C

Take a Moment to Consider

- How did you respond to "In most situations, there is no clear right or wrong decision" (Q2)? Are you comfortable with ambiguity, or do you seek exact answers? Within what areas of your life would you most benefit from stretching into it depends or both/and thinking more?
- Consider your ratings for "I often try to understand someone else's perspective—even in situations where I have a strong opinion" (Q3) and "I often wonder how peoples' personal backgrounds influence their thinking or behavior" (Q4). How might your responses lead you to invite or isolate others? In what ways could you exercise curiosity to better understand people who think differently from you?

D

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?


Pre-Awareness Interest & Necessity Practicing Activated Influencing

It's amazing how differently people sometimes view the same situation. Maybe this is influenced by our history or aspects of our identity—but in the end, work should be a place where people from all backgrounds and identities are treated equally. I'd prefer to focus on our similarities rather than our differences.

(1) From Henry A. Murray and Clyde Kluckhohn in *Personality in Nature, Society, and Culture*, 1953

Own Your Story

E



Q#	Assessment Question	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
1	I am aware of the way my personal values shape the way I interact with those around me	1.2	4.0	3.4	3.9	High	UW
2	In most situations, there is no clear right or wrong choice	0.4	0.9	0.6	2.9	Low	KS
3	I often try to understand someone else's perspective—even in situations where I have a strong opinion	2.0	1.2	0.6	4.3	High	KW
4	I often wonder how peoples' personal backgrounds influence their thinking or behavior	2.8	3.5	3.7	3.4	Low	KS
5	I am open to learning from the experiences and people I encounter	3.1	4.6	3.6	4.1	Medium	KW
6	I am willing to reconsider my opinion when presented with new information on a topic, even if it contradicts what I have previously believed	3.2	3.5	0.8	2.8	High	UW

F

G **H**

I R1 1% R2 1% Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High Medium Low

SD < 0.8 0.8 to 1.2 > 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate. Not all questions will fall into one of these categories.

KS Known Strength (High Self and Reviewer Score) US Unknown Strength (Low Self / High Reviewer Score)

KW Known Weakness (Low Self and Reviewer Score) UW Unknown Weakness (High Self / Low Reviewer Score)

- A** A short overview of the Skill.
- B** A bar graph displaying your average Self and Reviewer responses for all questions related to that Skill for each round of the assessment.
- C** *Take a Moment to Consider*: Questions to help guide reflection and action based on the feedback in your report.
- D** Your self-selected *Level of Engagement* for this skill. See the *Level of Engagement* Section and *Appendix* for more info.

Understanding the Skill Deep Dives Cont.

Your Assessment Questions table includes:

E Each Question with your self (**S**) and aggregated Reviewer (**R**) ratings. **(1)** is data from Round 1 at the beginning of the program and **(2)** for Round 2 at the end.

F Reviewer aggregate is indicated by the bar, your self score is the yellow dot.

G **Level of Agreement (LOA)** indicates the extent to which your Reviewers' scores varied:

High **High** agreement indicates that most people answered similarly (Standard Deviation (SD) is 0.8);

Medium **Medium** (SD is 0.8 to 1.2);

Low **Low** agreement means there were a wide range of scores (SD > 1.2).

H **Strengths & Weaknesses (S/W):** Based on your responses and those of your Reviewers, the following categories of strengths and weaknesses have been identified for you to assess how you are seen:

KS **Known Strength (KS):** Questions where you rated yourself 4 or higher, and your Reviewers' average rating is 4.25 or higher.

US **Unknown Strength (US):** Self score is 3 or lower, Reviewers' average is 4.25 or higher.

KW **Known Weakness (KW):** Self score is 3 or lower, Reviewers' average is 3.5 or lower.

UW **Unknown Weakness (UW):** Self score is 4 or higher, Reviewers' average is 3.5 or lower.

I **Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in each Skill.** The percentage listed in this section gives you a sense of how many "Do Not Know" or "Does Not Apply" responses were selected by Reviewers across questions within a Skill. This percentage is not inherently good or bad, it simply gives you an additional piece of data to use in your reflection. Percentages are for the aggregate of responses for the Skill (rather than on a question-by-question level) to provide anonymity for your Reviewers.

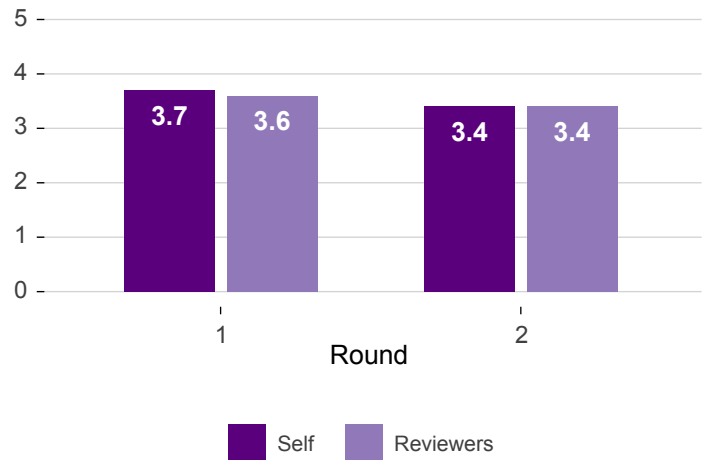
As you reflect on your percentage consider:

- **Is the percentage high or low?** A high percentage may indicate that people do not feel they observe (or have the opportunity to observe) this behavior in you. If the percentage is low, focus your reflection on the question-by-question data (Reviewer Average, Level of Agreement, and Strengths/Weaknesses).
- **If the percentage is higher (roughly >10%) consider:**
 - Consider why it might be important for others (direct reports, peers, stakeholders etc.) to observe some of your thinking and/or behaviors within this Skill?
 - What is the value for your team and its culture to see you exhibit certain behaviors within a Skill?
 - Which behavior do you think is most likely to be marked as "DNK/DNA" by your Reviewers? What is one way you can more effectively demonstrate this behavior in order to help create a more inclusive environment?
 - Is this a reflection of your behavior as a leader or a result of the reviewers that you selected? What can you learn from considering either option?

Own Your Story

Our story is shaped by a number of factors including our upbringing, culture, and values. These parts of our story impact the way we come to work and the way we lead. **Each story is: “Like all others, like some others, and like no other”.** Owning our own story means that we are curious about our own experiences and the way our identity has been shaped. This also serves as a foundation for developing curiosity and empathy for the parts of others’ stories and experiences that are unlike our own.

Skill Aggregate Score



Take a Moment to Consider

- **How did you respond to “In most situations, there is no clear right or wrong decision” (Q2)?** Are you comfortable with ambiguity, or do you seek exact answers? Within what areas of your life would you most benefit from stretching into it depends or both/and thinking more?
- **Consider your ratings for “I often try to understand someone else’s perspective—even in situations where I have a strong opinion” (Q3) and “I often wonder how peoples’ personal backgrounds influence their thinking or behavior” (Q4).** How might your responses lead you to invite or isolate others? In what ways could you exercise curiosity to better understand people who think differently from you?

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Practicing	Activated	Influencing
<i>I realize that our stories, and how we relate to them, play a critical role in our experience of the world around us. That lived experience informs how we show up, and interact with others, within the workplace. I’m actively seeking—through the media I consume and the conversations I have—to better understand people with different lived experiences than my own. The resource/affinity groups in my organization are especially important to me and I do my best to connect and amplify these voices to my team. I share my learning with others, and I am actively working on improving how I work with those around me.</i>				

(1) From Henry A. Murray and Clyde Kluckhohn in *Personality in Nature, Society, and Culture*, 1953

Own Your Story

1 Strongly Disagree 5 Strongly Agree

Q#	Assessment Question	1	2	3	4	5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
1	Behaves in ways that reflect they are aware of the way their personal values shape the way they interact with those around them.						4.0	3.0	3.7	2.0	Medium	KW
2	Behaves in ways that reflect they believe, in most situations, there is no clear right or wrong choice.						3.0	3.0	3.7	3.6	Medium	
3	Often tries to understand my perspective—even in situations where they have a strong opinion.						4.0	4.0	3.5	3.6	Medium	
4	Seeks to understand how my background influences my thinking or actions.						3.0		3.7	4.2	Medium	
5	Regularly seeks to learn from other people and experiences.						4.0	3.0	3.3	4.0	Medium	
6	I have seen them reconsider their opinion when presented with new information on a topic, even if it contradicts what they previously believed.						4.0	4.0	3.7	2.8	Low	UW

R1 Reviewer Aggregate R2 Reviewer Aggregate Self Rating

R1 0% R2 7% Percentage of “Do not know” or “Does not apply” responses selected by Reviewers for the questions in this Skill.

<p>Level of Agreement (LOA) <i>Extent of variation between Reviewer scores.</i></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #4CAF50; color: white; padding: 5px; text-align: center;"> High SD < 0.8 </div> <div style="background-color: #FFC107; color: white; padding: 5px; text-align: center;"> Medium 0.8 to 1.2 </div> <div style="background-color: #C0392B; color: white; padding: 5px; text-align: center;"> Low > 1.2 </div> </div>	<p>Strengths / Weaknesses <i>Similarity or Gaps between Self score and Reviewers' aggregate. Not all questions will fall into one of these categories.</i></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #4CAF50; color: white; padding: 5px; text-align: center;"> KS Known Strength <i>High Self and Reviewer Score</i> </div> <div style="background-color: #FFC107; color: white; padding: 5px; text-align: center;"> US Unknown Strength <i>Low Self / High Reviewer Score</i> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #FFC107; color: white; padding: 5px; text-align: center;"> KW Known Weakness <i>Low Self and Reviewer Score</i> </div> <div style="background-color: #C0392B; color: white; padding: 5px; text-align: center;"> UW Unknown Weakness <i>High Self / Low Reviewer Score</i> </div> </div>
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STRENGTHS & OPPORTUNITIES FOR GROWTH

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WE DON'T

1

Strengths | What to keep doing

These are your top five behaviors. If you had reviewers these top five are based on highest average reviewer ratings. In the event of ties, your own ratings will serve as a tiebreaker. If you did not have reviewers, ratings are based on your own highest scores.

Rank	Skill	Question	Self Score	Reviewers' Avg.
1	Own Your Story	Regularly seeks to learn from other people and experiences.	3.0	4.0
2	Listen to Build Trust	Keeps the commitments they make to me.	5.0	3.8
3	Seek Feedback Courageously	Provides feedback that is timely and specific.	4.0	3.8
4	Listen to Build Trust	When talking with me, they give me their full attention and do not seem to get distracted by other things.	4.0	3.8
5	Own Your Story	Often tries to understand my perspective—even in situations where they have a strong opinion.	4.0	3.6



Take a Moment to Consider

- **Think about how these strengths align with your view of yourself.** What did you already know? What is unexpected?
- **Who you can talk to to better understand you “unexpected strengths”** so you can leverage them more intentionally?
- **Which of these strengths can you leverage** to continue to grow yourself, and those around you, as inclusive leaders?

Opportunities for Growth

These are your five main opportunities for growth. If you had reviewers these are based on your five lowest reviewer aggregates. In the event of ties, your own ratings will serve as a tiebreaker. If you did not have reviewers, ratings are based on your own lowest scores.

Rank	Skill	Question	Self Score	Reviewers' Avg.
1	Own Your Story	Behaves in ways that reflect they are aware of the way their personal values shape the way they interact with those around them.	3.0	2.0
2	Transform the Way You Lead	I notice that they actively participate in building the company's inclusive culture.	4.0	2.4
3	Seek Feedback Courageously	Provides me with constructive feedback to help improve my performance.	3.0	2.6
4	Transform the Way You Lead	Often shares with the team the things they are learning about how to better include and understand people who are different from them.	3.0	2.8
5	Listen to Build Trust	Asks clarifying questions when listening to me to make sure they understand what I mean to say.	4.0	2.8



Take a Moment to Consider

- **Consider each item individually.** Others can not read your mind or always know your intentions. Which or your behaviors or actions might lead others to give you a lower score in each area?
- **Think of an actual example that illustrates the behavior** (e.g., For the question “I deliver feedback that is timely and specific” your example may be: “When Carlos asked me for feedback on his deliverable, I told him it ‘looked good’ rather than being specific about the ways in which it did a good job meeting our customers’ needs. This could cause Carlos to feel like my feedback is not specific enough”.)
- **What can you do in the future** based on what you have learned here?

Greatest Areas of Improvement

This table displays the top 10 Questions in which your Reviewers' ratings in Round 2 (Reviewer R2) improved the most compared to Round 1 (Reviewer R1). The "gap" column refers to how much your score increased between the two Rounds. If you did not receive enough Reviewer responses in Round 2 and/or Round 1, the "gap" column displays the largest differences between your Round 2 and Round 1 Self scores.

Rank	Skill	Question	Round 2 Reviewers	Round 1 Reviewers	Gap
1	Own Your Story	Regularly seeks to learn from other people and experiences.	4.0	3.3	0.7
2	Listen to Build Trust	Trusts me and shares honestly with me.	3.6	3.0	0.6
3	Hiring and Progression	Advocates for people, even when they are not present.	3.4	2.8	0.6
4	Own Your Story	Seeks to understand how my background influences my thinking or actions.	4.2	3.7	0.5
5	Transform the Way You Lead	In the past 3 months, I have seen them actively seek to learn more about aspects of identity* when encountering one they don't understand.	3.2	2.8	0.4



Take a Moment to Consider

- **Where are your greatest areas of improvement?** How have you been consciously practicing those behaviors since the last time you took this assessment?
- **Do your improvements appear to be concentrated in one or two skills** (Scoring Category)? Why do you think this is? How can you leverage your capabilities in these skills to increase your inclusive behaviors in other areas?



**LEVELS OF ENGAGEMENT
& OPEN COMMENT
FEEDBACK**

Introduction to the *Levels of Engagement Map*

The *Levels of Engagement* are framed within our *5 Stages of Transformation* (Pre-Awareness, Interest & Necessity, Careful Practice, Activated, Influencing). Below is a visual of the 5 Stages showing each Stage's definition and key question. On the following pages are descriptions for what it might look like to be at each Stage as either a people-manager or an individual contributor, for each Skill.

This is a competency model that can help you reflect on which descriptions most accurately reflect your behaviors at this time—as well as to think about what you can learn or practice to move to the next Stage and continue to grow in your ability to lead inclusively.



Pre-awareness I don't yet understand how a focus on leading inclusively will benefit me, my colleagues, and my organization.

Why does this matter?



Interest & Necessity I am motivated to raise my awareness and start learning with colleagues and other stakeholders.

Will you tell me a little more?



Careful Practice I experiment cautiously with a mix of awkwardness and confidence in skills, learning to contribute inclusively across various aspects of identity.

How can I do this?



Activated I am becoming more confident in my growth as an inclusive leader. I more effectively solve problems and build trust across difference. I am sharing what I've learned and encouraging others to join me in this work.

How do we do this together?



Influencing Others recognize me as a trusted resource for leading more inclusively, an accountable ally, a colleague with humility, and a leader with a clear point-of-view. I actively leverage my power and influence to work toward creating a more inclusive and equitable culture.

Where can I share my power and use my influence?

Your Levels of Engagement

The tables below are based on how you responded within the assessment to how you see yourself along the 5 Stages for each of the six Inclusive Leadership Skills—or your *Level of Engagement*. Responses for Round 1 and Round 2 (if applicable) are present. Your Reviewers did not provide feedback for this section of the report—meaning these scores are based purely on your own responses. To see the full description of each Level of Engagement across the Skills, see the "Levels of Engagement Map" in the Appendix.

Round 1							
Stage	Own Your Story	Listen to Build Trust	Seek Feedback Courageously	Respect Individuality	Hiring and Progression	Hiring and Progression	Transform the Way You Lead
Pre-Awareness					Pre-Awareness		
Interest & Necessity	Interest & Necessity					Interest & Necessity	
Practicing		Practicing	Practicing				Practicing
Activated				Activated			
Influencing							

Round 2							
Stage	Own Your Story	Listen to Build Trust	Seek Feedback Courageously	Respect Individuality	Hiring and Progression	Hiring and Progression	Transform the Way You Lead
Pre-Awareness			Pre-Awareness				
Interest & Necessity				Interest & Necessity			
Practicing					Practicing		
Activated	Activated	Activated					Activated
Influencing						Influencing	

Levels of Engagement Key

Pre-awareness	Interest & Necessity	Careful Practice	Activated	Influencing
Not yet aware of diversity's significance for my influence and inclusive leadership	Motivated to raise awareness and early learning with colleagues and stakeholders	Experiment cautiously, with a mix of awkwardness and confidence in skills, learning to contribute inclusively across aspects	Confidence growing with diversity and inclusion at work, through solving problems and building trust	Others recognize you as a subject matter expert, an accountable ally, a colleague with humility and a leader with a clear point



Take a Moment to Consider

- Where do you see the biggest improvements?
- What do you believe contributed to your improvement in this area(s)?
- Choose two skills you want to focus on nudging yourself up one Level of Engagement in. Consider what feedback you need to get, or things you need to practice in order to do this.

Comments – Strengths

Your Reviewers were asked: **What do you see this Participant doing well in terms of being an Inclusive Leader?**

Comments
Direct Report 3 Well
Direct Report 2 well
Direct Report 1 well
Mentee well
Manager doing well

Comments – Opportunities for Improvement

Your Reviewers were asked: **What can this Participant do to lead more inclusively?**

Comments
Direct Report 3 inclusively
Direct Report 2 inclusively
Direct Report 1 inclusively
Manager inclusively
Mentee inclusively



PAUSE. REFLECT.

What will it take to become a more inclusive leader?



Reflection can help in the process of processing and taking action on information and experiences. Take a moment to use the “What, So What, Now What” model for reflecting on the information contained in this report and considering how you are going to learn from, and take action on, this feedback. Growing as an Inclusive Leader happens one step at a time: What’s your next step?



What? So what? Now what?

What? **What do you notice in this report?** Stick to objective data-based observations such as: highest rated skill or behavior, lowest rated skill or behavior, etc. **Bullet point 3-5 key observations below.**

So What?

- What does this mean?
- What are you doing well?
- Where are your key opportunities to improve?

So What’s will be impacted by your personal experiences, identity, and story-lens. Consider:

- What your lens may be causing you to over-focus on?
- What your lens may be causing you to miss—what else should you pay attention to?



What? So what? Now what?

Now What? How will you think and act differently based on this information? What actions will you take to improve the way you contribute to—and lead others in—growing an inclusive team and culture?

Choose two main goals that will help you to nudge yourself forward in your Inclusive Leaders journey and write them below. In making your goals remember to be **SMART** (make them: specific, measurable, attainable, relevant, and timely). It is also helpful to think through **possible obstacles** that you may encounter in trying to reach your goal **and how you will address/overcome them**.

Goal 1

What steps will you take to reach this goal?

When will you do this by?

What is a potential obstacle? How can you be ready for it?

Goal 2

What steps will you take to reach this goal?

When will you do this by?

What is a potential obstacle? How can you be ready for it?

Adapted from “What, So What, Now What”: Claudia Hill. Scaffolding reflection: What, so what , now what? In Experience-driven leader development: Models, tools, best practices, and advice for on-the-job development.