

LEADERSHIP & RELATIONAL INTELLIGENCE[®] AUDIT

Feedback Report for

CHRIS GREEN

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Overview: Leadership & Relational Intelligence® Audit

INTRODUCTION

In order to be effective, leaders must be able to work with two distinct groups:

1. The people who report to them directly and whom they supervise.
2. Their peers, colleagues and supervisors with whom they must collaborate and cooperate in order to achieve organizational goals.

The results provided in this report focus on both groups and how you, as a leader, can enhance your leadership effectiveness and Relational Intelligence® when working with your direct reports, peers, colleagues and supervisors.

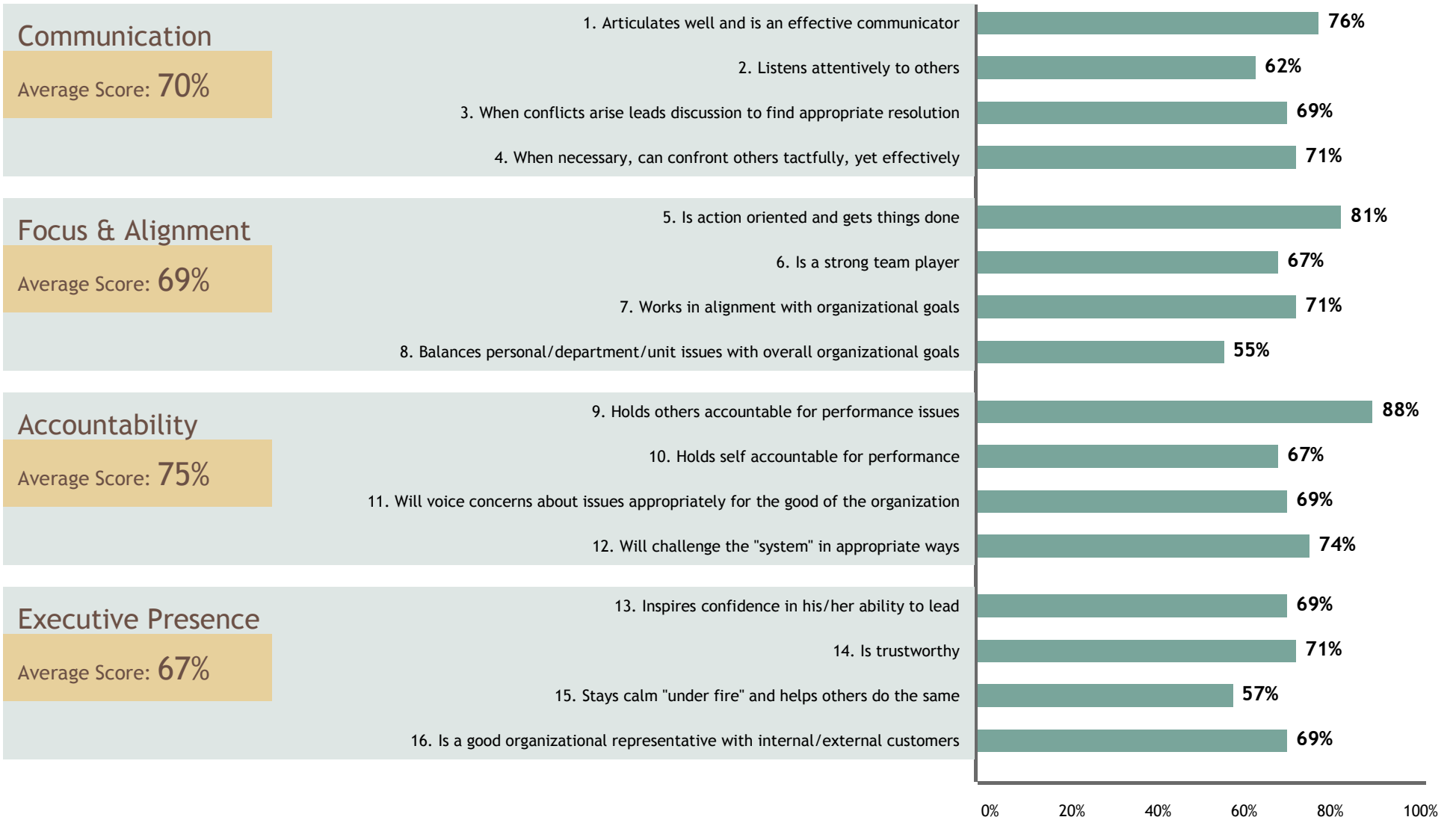
SURVEY RESPONSES

A total of 7 of your direct reports, peers and supervisor(s) completed the Leadership & Relational Intelligence® Audit on your behalf. They were asked a series of questions as to their perceptions of your leadership skills/ability and your Relational Intelligence®.

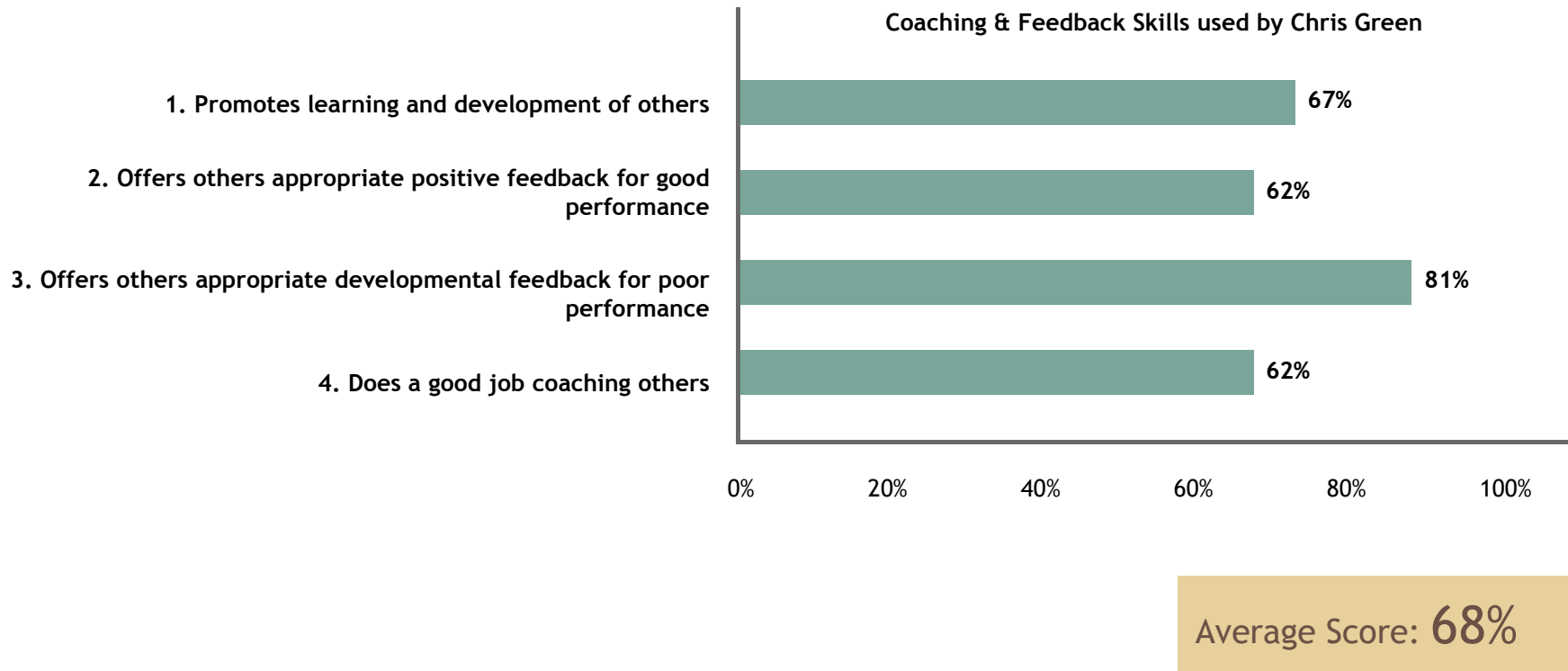
The detailed analysis offered in this report will help you better understand how you are perceived by those you work with and what strategies you can leverage to maximize your working relationships.

Section 1: Leadership Strategies

Leadership Strategies Used by Chris Green



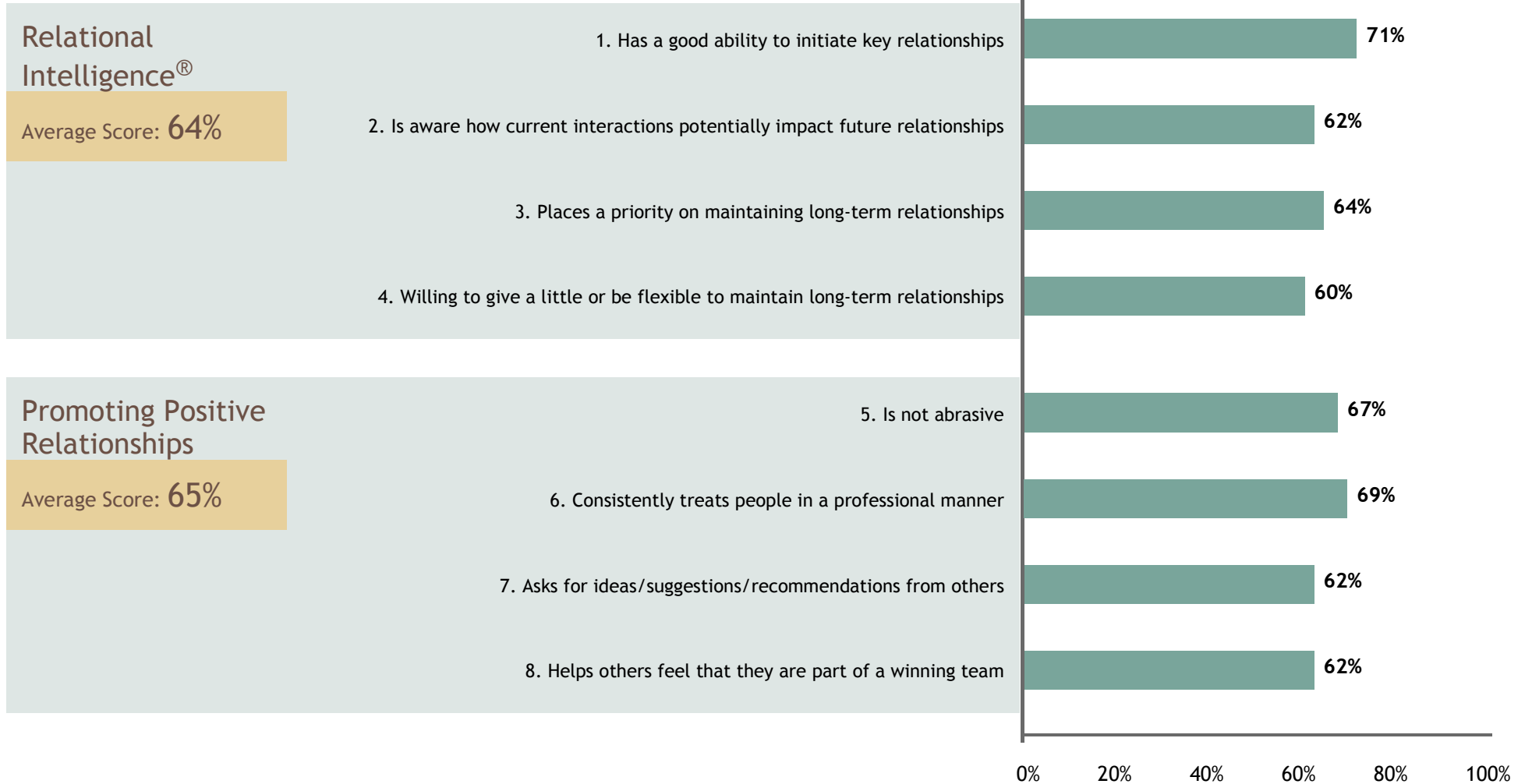
Section 2: Coaching & Feedback



Section 3: Relationship Management Skills



Relationship Management Skills for Chris Green



Section 4: Relational Style

Survey respondents were asked to assess your relational style. Based on their perceptions of how you relate with them, you received scores within the following relational style dimensions:

- **Controlling:** Controlling is a test of your inclination to "be in control" of your interactions and communication with others.
- **Confronting:** Confronting is a test of your inclination to "tell it like it is" when interacting with others.
- **Nurturing:** Nurturing is a test of your inclination to "play the supportive role" in your interactions with others.
- **Engaging:** Engaging is a test of your inclination to "employ interest-creating communication devices" such as storytelling and humor when interacting with others.

If you are participating in a **Leadership & Relational Intelligence® Audit** feedback session, then you should have already completed the *Relational Style Survey*, which enabled you to perform a self-assessment of your relational style. The scores in the table below reflect survey respondent's perceptions of your relational style. If you have completed the self-assessment, please enter your individual scores for comparison.

Relational Style Profile Scores for Chris Green

The Perception of Your Relational Style by Peers/Supervisor(s)			Your Perception of Your Relational Style	
Dimension	Peer/Supervisor Score	Range	Your Score	Range
Controlling	38	Extremely High		
Nurturing	21	Extremely Low		
Confronting	38	Extremely High		
Engaging	23	Low		

Section 4: Relational Style (continued)

If you scored in the *High Range* on any dimension of your relational style, then this dimension represents your preferred style – it is also one of your strengths when interacting with others. However, there may be occasions when this dimension isn't appropriate, and it can become a weakness.

If all of your scores are in the *Mid-Range*, then you have good flexibility in your interactions. You are able to more readily adapt your relational style to different people and different situations.

If you scored in the *Low Range* on any dimension, then your clear preference is to demphasize this style when interacting with others – it is not an asset in your relationships with others.

Scores in either *Extremely High Range* or *Extremely Low Range* serve as warnings about your relational preferences. Extremely High Range scores indicate an almost universal reliance on the dimension regardless of the situation or the person with whom you are interacting. Extremely Low Range scores signal a strong reluctance to engage in the behaviors associated with that relational dimension, no matter what the specific circumstances.

Score Ranges for the Four Relational Styles

Dimension	Extremely Low Range	Low range	Mid-Range	High Range	Extremely High Range
Controlling	5-21	22-25	26-30	31-36	37-50
Nurturing	5-26	27-31	32-37	38-42	43-50
Confronting	5-19	20-25	26-31	32-35	36-50
Engaging	5-18	19-25	26-31	32-35	36-50

<p style="text-align: center;">HIGH CONTROLLERS</p> <ul style="list-style-type: none"> • Dominate interactions • Interrupt frequently • Talk in a forceful manner • Control topic of conversation 	<p style="text-align: center;">HIGH CONFRONTERS</p> <ul style="list-style-type: none"> • Are candid with others • Tell it "like it is" • Let own feelings be known • Bring disagreements into the open
<p style="text-align: center;">HIGH NURTURERS</p> <ul style="list-style-type: none"> • Show interest in others • Show concern with others' feelings • Encourage others • Put others at ease 	<p style="text-align: center;">HIGH ENGAGERS</p> <ul style="list-style-type: none"> • Uses stories and illustrations • Enjoy small talk • Attempt to entertain others • Hold interest of others

Section 5: Responses to Open-Ended Leadership Questions

What do you think is absolutely essential for Chris Green to KEEP doing?

- Chris can keep people on the straight and narrow. We need a high degree of accountability during this transition and Chris really does that well.
- He can definitely get things done. He is a go-getter and has executed the turn-around needed in his area.
- Dr. Green is very dedicated and our area is functioning much better now thanks to his influence. There is more that needs to be done and Dr. Green is the person to make that happen.
- Chris is doing extremely well in his new role. His strategic approach to managing the many issues in his area has allowed him to accomplish a lot in a very short period of time.
- Nothing
- He should keep working to make his team more cohesive and effective.
- Chris has been doing a good job. He should keep being strategic and focused on turning things around.

Section 5: Responses to Open-Ended Leadership Questions

Is there anything Chris Green should STOP doing?

- He should take care not to be too critical of his staff, especially the ones he works with day-to-day. While I believe people realize that it is just his exacting nature, Chris can come off as being too harsh.
- Chris is a bit arrogant and not always a team-player. He can run over people including his peers and even superiors. It's tainting his success in other areas.
- Dr. Green might want to rethink the way he sometimes interacts with people. While he communicates clearly, his tone and tendency to be terse can rub people the wrong way.
- I know that there are others in the organization who are not always receptive to Chris' approach. While his results speak for themselves, he needs to be careful that other's negative perceptions don't speak even more loudly.
- Chris Green is so focused on "fixing" his area that he's willing to do so at all costs, including letting go of some very talented people who have been here for years. He needs to stop believing that in order to meet his goals, he doesn't have to change everything simply for the sake of change. Many things around here were working just fine without his tinkering.
- Stop making unilateral decisions without consulting those on his team and applicable peers.
- He's made some enemy among his peers and even a few in top leadership. He's been questioning the value of some favorite pet projects and initiatives and that's not being going over well. While I think he is actually tackling issues we should have addressed a while ago, he could be more diplomatic in how he goes about things.

Section 5: Responses to Open-Ended Leadership Questions

Is there anything Chris Green should START doing?

- Chris could celebrate more. He and his team have really turned things around in terms of clinical quality. But, he's so focused on taking the next hill, he often forgets to acknowledge his people for the great work they have done already.
- He needs to broaden his strategy and see how it is affecting the whole hospital. His myopic focus on just making his area the best is starting to negatively affect other units.
- He has stepped on a few toes in his efforts to enhance performance and get the team into shape. Dr. Green might need to mend a few fences and not continue to alienate certain other leaders on the senior leadership team.
- Chris needs to continue his focus on his area, but he should also become familiar with other areas of the hospital in order to prepare himself for future roles.
- Start recognizing that his way isn't the only way.
- Start listening to his team and asking for their input.
- Be more diplomatic and realize that people don't like change. He needs to ease of with confrontation and take a more collaborative approach.

Section 5: Responses to Open-Ended Leadership Questions

Are there any additional comments you would like to make that might be helpful to Chris Green in terms of his/her professional and leadership development?

- Chris has a lot of potential as a leader within the system. It would serve him well to round out his leadership style with more focus on building and maintaining strong long-term relationships.
- Chris is trying to "look good" so he can move up in the organization. It shows. He should "throttle back" for the sake of the other people he will need to continue to work with as he moves forward in his career.
- Especially for a relatively new leader, I think Dr. Green is great. He doing what he needs to do to make the necessary changes we need around here. But, he needs to realize that some people are very entrenched in the old way of doing things and resent his approach.
- Chris can go far in the organization, both within this hospital and in the system. He has done well with this particular stretch assignment. His future, however, will depend on continuing to develop his leadership and relational skills so that he has both the performance record and support from senior leadership to push his career to the next level.
- He needs to go back to what he did well... being a doctor. He isn't cut out for leadership.
- I think Dr. Green's heart is in the right place. He just needs to smooth out some kinks in his style.
- Chris has got a tough job and, if he just makes some small adjustments in how he relates to people, could be in a position to go far.

SECTION 1: LEADERSHIP STRATEGIES (PG 4)			SCORE
Communication	Avg. Score 70%	1. Articulates well and is an effective communicator	76%
		2. Listens attentively to others	62%
		3. When conflicts arise, leads discussion to find appropriate resolution	69%
		4. When necessary, can confront others tactfully, yet effectively	71%
Focus & Alignment	Avg. Score 69%	5. Is action oriented and gets things done	81%
		6. Is a strong team player	67%
		7. Works in alignment with organizational goals	71%
		8. Balances personal/department/unit issues with overall org. goals	55%
Accountability	Avg. Score 75%	9. Holds others accountable for performances issues	88%
		10. Holds self accountable for performance issues	67%
		11. Will voice concerns about issues appropriately for the good of the org.	69%
		12. Will challenge the "system" in appropriate ways	74%
Executive Presence	Avg. Score 67%	13. Inspires confidence in his/her ability to lead	69%
		14. Is trustworthy	71%
		15. Stays calm "under fire" and helps others do the same	57%
		16. Is a good org. representative with internal/external customers	69%

SECTION 2: COACHING & FEEDBACK (PG 5)		SCORE	AVG
1. Promotes learning and development of others		67%	68%
2. Offers others appropriate positive feedback for good performance		62%	
3. Offers others appropriate developmental feedback for poor performance		81%	
4. Does a good job coaching others		62%	

SECTION 3: RELATIONSHIP MANAGEMENT SKILLS (PG 6)			SCORE
Relational Intelligence ®	Avg. Score 64%	1. Has a good ability to initiate key relationships	71%
		2. Aware of how current interactions potentially impact future relationships	62%
		3. Places a priority on maintaining long-term relationships	64%
		4. Willing to give a little or be flexible to maintain long-term relationships	60%
Promoting Positive Relationship	Avg. Score 65%	5. Is not abrasive	67%
		6. Consistently treats people in a professional manner	69%
		7. Asks for ideas/suggestions/recommendations from others	62%
		8. Helps others feel that they are part of a winning team	62%

SECTION 4: RELATIONAL STYLE (PG 7)		
DIMENSION	SCORE	RANGE
Controlling	38	Extremely High
Nurturing	21	Extremely Low
Confronting	38	Extremely High
Engaging	23	Low

NUMBER OF PEERS/SUPERVISOR(S) RESPONDING: 7

Mitchell Roberts, NICU	Sajeeb Hussein, Emergency
Madeleine Gray, Patient Financial Services	John Casey, Chief of Staff
Alfred Nassir, Oncology	Denna Robertson, Office Manager
Samuel Maynard, Mother/Baby	

Chris Green
July, 2019

**LEADERSHIP & RELATIONAL INTELLIGENCE® AUDIT
COACH'S DEBRIEFING SHEET**