

CONFIDENTIAL

# Interview Feedback Report

**Name:** Example

**Position:** Director of HR

**Client:** Sample Client

**Date:** 12-5-2017

**Recipient:** Example and Supervisor

**Analyst:** Paul Berggren

**Purpose of the Profile:** Developmental

***Please Note: This is confidential information for developmental use only. It is intended for use by the employee and supervisor, and selective sharing with others at the employee's choosing. This information is intended to be part of a comprehensive professional growth process.***

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## INTRODUCTION

At the time of your interview, you were the Human Resources Director in Intermediate District 123 which serves the West suburbs of a suburban area. You have worked in education and specifically in this position for eleven years. Previously you served in public organizations in other HR related positions. You provided guidance to many in the 287 organization but had no formal direct reports.

You hold an MBA in Human Resource Management from Colorado Technical University. Example, you have a strong background in military service and continue to serve our country, yet you did not describe these leadership traits within the context of this interview. You had no previous connection or affiliation with the ABC School District, however, you were very impressed with what you learned about the District and believed you could make a positive contribution.

A summary of your views as the Director of HR is as follows:

## **OVERALL SUMMARY AND OBSERVATIONS**

As you describe your role as a Director of Human Resources, we hear you gain the most satisfaction from helping your colleagues, and adults you supervise, maximize their own personal growth and development. You want to know as much as possible about those you supervise in order to help them progress personally and professionally. You value personal interaction with others when discussing important topics. You believe strongly in maintaining a positive attitude about all aspects of your work. You understand schools are stronger and more successful due to their diversity, and you strive to build positive and professional relationships with community members concerned about issues of diversity.

As you continue to grow as a district leader, it will be helpful to clarify how you extend your focus on adult development to encompass the growth of students. Although you enjoy making personal connections, we do not hear you describe using the intrinsic motivations of staff when solving problems together. Starting this new position has already provided examples of applying motivations with your team, and we encourage you to consistently use this approach. On a larger scale, you believe it is important to develop long range plans within your area of responsibility. However, you are less clear about strategically including staff, parents, and community when gathering feedback for your planning. While you value working with community organizations to achieve student learning goals, you were less clear about how you would help staff accomplish this together.

### **Key issues to clarify for growth include the following:**

#### **How do you consistently...**

- address the growth and learning of students as an extension of adult development?
- motivate others through recognizing their own intrinsic motivations?
- ask questions to help others see ways to improve performance in multiple situations?
- utilize the input from multiple stakeholders, including staff, parents and community, when developing long range plans?

As you continue your leadership journey, we encourage you to choose specific areas to align with the Life Themes of an Outstanding Assistant Superintendent for continued growth. You value the district's employees and take very seriously your role as an HR Director, while helping them to become the best that they can be. Your ability to model and articulate the positive value that diversity adds to a school community will be a significant contribution. Your commitment to personal growth helps you enjoy the positive challenges of raising the overall team to higher levels of excellence. We wish you well and consider it a privilege to support your vision and goals as a leader.

## **THEME SUMMARIES**

### **POSITIVELY RELATING**

#### **We heard you clearly / consistently describe:**

- Wanting to know as much as possible about your colleagues in order to help them personally and professionally.
- Desiring to have personal interaction and dialogue with parents, staff, and others in the community while communicating important school district matters.
- Validating the emotions of staff by listening and making yourself vulnerable in order to help.

#### **A growing edge to clarify:**

- This is an area of strength likely to demonstrate leadership among your peers.

## **MISSION FOCUSING**

#### **We heard you clearly / consistently describe:**

- Using your positive attitude to turn things around, in order to reframe difficult and complex situations with a positive perspective.
- Receiving personal satisfaction through helping others grow and become the best they can be.

- Interacting with adults whose behavior does not represent the core values of the district and helping them to seek clear areas for improvement.

**A growing edge to clarify:**

- Addressing the growth and learning of students as an extension of adult development.

## **MOBILIZING OTHERS**

**We heard you clearly / consistently describe:**

- Seeking to motivate others through listening and seeking to understand their concerns.
- Carefully delegating duties to provide growth for talented new administrators, yet providing opportunities for them to team with more experienced colleagues.
- Desiring to help others by providing the tools and resources they need.

**A growing edge to clarify:**

- Using the intrinsic motivation of others when resolving district issues and problems.
- Asking questions to help others see ways to improve performance in multiple situations.

## **RESULTS FOCUSING**

**We heard you clearly / consistently describe:**

- Listening to the concerns of administrators while working toward a cooperative resolution.
- Exploring multiple alternatives, including input from those impacted, when making important personnel decisions.
- Wanting to be evaluated by your supervisor through the use of shared metrics and measurable data.

**A growing edge to clarify:**

- Including staff, parent, and community stakeholders in the identification of long range goals and plans.

## **MULTIPLYING IMPACT**

### **We heard you clearly / consistently describe:**

- Describing procedures to actively involve parents as shared partners in the development of their students.
- Building personal and professional relationships with community members concerned about issues of diversity.
- Building the necessary relationships to secure the services of parent volunteers.

### **A growing edge to clarify:**

- Identifying clear strategies to help administrators work more effectively with community organizations to promote student development.

## **TOP 3 ATTRIBUTES**

- Rapport – Forms positive connections and mutual trust.
- Communication – Seeks two-way interaction for mutual understanding.
- Outreach – Partners between district and community resources.

### THREE OUTSTANDING ATTRIBUTES

- Rapport
- Communication
- Outreach

Determined from In-depth Assessment



### ATTRIBUTE DEFINITION

- Forms positive connections and mutual trust.
- Seeks two-way interaction for mutual understanding.
- Partners between district and community resources.

Determined from In-depth Assessment

### GROUP DEVELOPMENTAL GOAL

- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_

### PERSONAL DEVELOPMENTAL GOALS

- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_

# **Crown Interview Feedback Agenda**

- **Welcome, recent successes**
- **5 Keys - Review of themes & attributes**
- **Using your Crown Feedback and development report**
- **Interview Feedback Report**
- **Top 3-4 Attributes Dashboard**
- **Crown SMART Goal Planner**
  - a. **Goal 1: a key strength you want to reinforce?**
  - b. **Goal 2: a growing edge you want to improve?**
- **8. Next steps**