

CONFIDENTIAL

Interview Feedback Report

Name: Cabinet Team

Position: Executive Leadership

Client: Sample School District

Date: 12-11-2017

Recipient: Superintendent, Team

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.

INTRODUCTION

When we interviewed, your team had been working together for a few months with the Sample School District. This team of seven department leaders and the Superintendent represent the leadership that will guide the district in to the next decade with current and new ways to work. You are a very well educated and experienced team, although for some of you this is the first time in your specific position. This creates a significant opportunity to build on the unique strengths, interests, and motivations of this team to move beyond past practice. Your challenge, of course, is to honor past success while continuing to build, grow, and adapt to current realities facing school community.

A summary of your views as the Sample District Cabinet is as follows:

OVERALL SUMMARY AND OBSERVATIONS

As we listen to your overall views, we hear a commitment to effectively support student, community, and adult learning, while often emphasizing positive process. You believe your positive, authentic communication will help others to catch the vision and be inspired to follow your lead. You want staff and community to know you care about their success and often invite people to collaborate on a variety of issues. Some of you indicate taking this to the next level by consistently seeking mutual dialog, diagnosis, and defining a plan of action together. We hear this approach mainly with broader community issues while some among you make facilitating decisions and plans a habit with staff and parents as well. An important strength as a team overall is a commitment to individually mentor adults. As a group, describe coming alongside people with guided questions that help them identify issues, apply relevant data, and define a sound solution. This will likely become an important part of defining a shared vision the future while building more leaders to carry it forward.

As you continue to grow as an executive team, it will be important for you to decide how to use what you know about your colleagues and employees to bring out the best in their unique talents. We hear a degree of caution when describing your own or another's personal views out of concern you may cross a line. However, your collective care for each other and your common mission can guide you to enjoy a degree of freedom in this area by actively building each other up for the good of the team. Your welcoming approach to seeking and using feedback for growth will be a powerful tool as a team. Although you each have areas of responsibility and expertise, you may also find that proactively seeking input and listening to the views of those affected by decisions or plans will likely increase a sense of stability in these times of change. You may find an increased sense of ownership and trust among staff and parents when they also see the results of their input or feedback brought to life. People tend to recognize the need for process may come to value it more when it has a human face that gives them a voice and a choice in shaping certain outcomes.

Key issues to clarify for growth include the following:

How do you consistently...

- get to know others as unique individuals, to help you respond at the emotional level for increased productivity and engagement in the process?
- define your primary purpose as developing the capacity of district staff to lead in their areas of expertise, unified around student learning?
- use the perspective and motivations of others to lead for greater ownership of desired outcomes?
- recognize multiple opportunities to invite dialog for mutual understanding, ownership, and shared planning in a culture of adult learning?
- create open and honest dialog within an increasingly diverse school community to diagnose and define a unified strategy to ensure learning for all?

As you continue to grow as an executive team, we encourage you to choose specific areas to align with the Life Themes of an Outstanding Assistant Superintendent for continued growth. We commend you for a deep commitment to achieving the best value for the community with their investment in the future through youth. Ultimately, your greatest impact will likely come from balancing a positive and efficient process with growing the capacity of adults as leaders, unified around student learning and growth. In a sense, it less about passing the torch and more about making more torches for students, parents, staff, and community members to co-lead with you in appropriate ways. We wish you well as you continue to complement each other's strengths as multiple mentors, helping to fill each other's gaps in a culture and climate of learning for all.

THEME SUMMARIES

POSITIVELY RELATING

We heard you clearly / consistently describe:

- A desire to connect with others in a friendly manner that demonstrates competency, with some personal touch at times.
- Prioritizing a clear message aligned with the district mission while valuing personal, authentic interaction to ensure people feel heard.
- At times listening and responding to the emotional side of a situation while often moving directly into positive problem solving.

A growing edge to clarify:

- Getting to know others as unique individuals to help you respond at the emotional level for increased productivity and engagement in the process.

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

- Reframing situations with a people-centered focus on mission and possibilities for yourself and with others.
- *At times supporting the learning for students, community, AND adults on your team to become increasingly effective, while often emphasizing positive process.*
- Advocating for the best interests of students as a central anchor for collaborative decisions and action planning.

A growing edge to clarify:

- Defining your primary purpose as developing the capacity of district staff to lead in their areas of expertise, unified around student learning.

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

- At times seeking to help people connect their motivations with a larger cause or mission, while often bringing people along by explaining your desired direction.
- Delegating as a growth strategy based upon strengths and interests of others, while at times being more directive on duties.
- Valuing face to face coaching with adults through reflective questions, leading to a mutual plan that builds their capacity to leadership.

A growing edge to clarify:

- Using the perspective and motivations of others to co-lead for greater ownership of desired outcomes.

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

- Seeking consensus within the team for reaching beyond leaders, and inviting key stakeholders into the planning process for increased ownership in the results.
- At times, including those impacted by decisions by giving them a voice in shaping the outcome while often explaining decisions to seek acceptance.

- Welcoming personal accountability for results using specific data to document progress while at times problem solving with others to improve performance.

A growing edge to clarify:

- Recognizing multiple opportunities to invite dialog for mutual understanding, ownership, and shared planning in a culture of adult learning.

MULTIPLYING IMPACT

We heard you clearly / consistently describe:

- Facilitating productive connections between the staff and community members to support student learning.
- At times facilitating dialog to increase collaboration in a diverse community, while often providing information you believe is helpful.
- Generally seeking input within an organized process to effectively manage financial issues and new leadership opportunities.

A growing edge to clarify:

- Creating open and honest dialog within an increasingly diverse school community to diagnose and define a unified strategy to ensure learning for all.

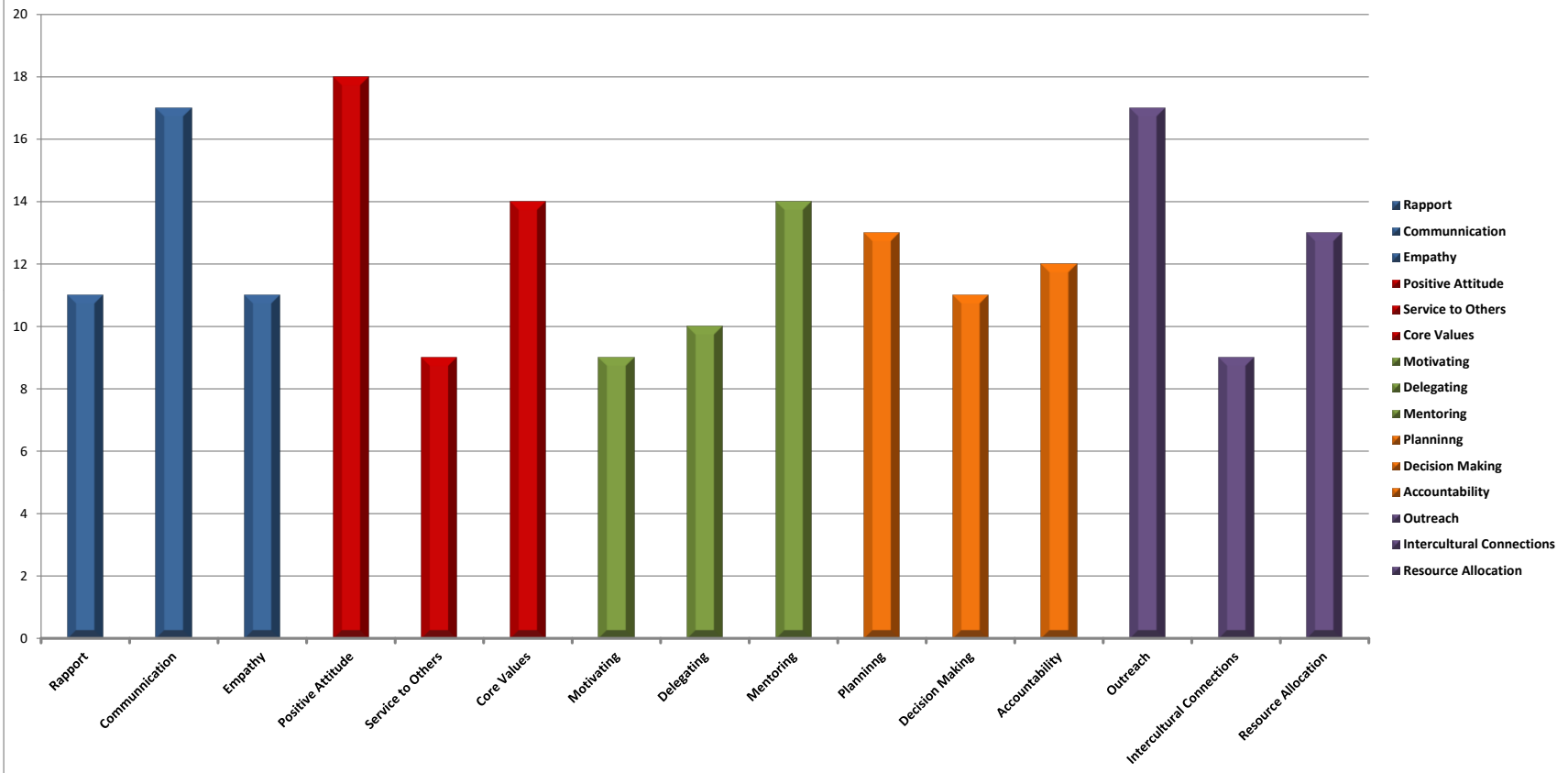
Team Top 3 Attributes

- Communication – Forms positive connections for mutual benefit and trust.
- Positive Attitude – Enthusiastic about team potential and opportunities for success.
- Outreach – Partnering between district and community resources.

**Sample School District
Cabinet Developmental Study
2017**

Themes	Positively Relating			Mission Focusing			Mobilizing Others			Results Focusing			Multiplying Impact		
	Rapport	Communication	Empathy	Positive Attitude	Service to Others	Core Values	Motivating	Delegating	Mentoring	Planning	Decision Making	Accountability	Outreach	Intercultural Connections	Resource Allocation
Participant 1															
Participant 2															
Participant 3															
Participant 4															
Participant 5															
Participant 6															
Participant 7															
Participant 8															

Sample School District Cabinet Developmental Group Graph



CROWN GLOBAL CONSULTING

6221 South 58th Street, Suite F Lincoln, NE 68516