

# Leadership Capability Feedback Tool

## Workbook

### Interpreting your results

This workbook includes:

1. How to interpret your results
2. Initial reactions to your feedback
3. Identifying your strengths and areas for development and taking a Step into Leadership.

## Part 1

### How to interpret your results

Once all your invitees have given their feedback, you'll be able to download and print your Leadership Capability Feedback report.

The report includes:

- A summary of your capability results – the numbers show the average scores for each leadership capability, based on your self-assessment and the feedback of your five respondents.
- An indication of whether you are able to evidence the leadership capabilities at emerging, established, or accomplished stage
- Graphs for each leadership indicator, showing your results
- Any comments given by the people you asked to give feedback.

The Leadership Capability Feedback Tool should not be undertaken alone. We recommend that you discuss your results with your supervisor or mentor, who can help you to reflect on your findings.

Take time to reflect on the feedback given, and don't reject or deny feedback that you find difficult. This can be where people rate you as better than you think you are yourself, as well as where they think you need to improve.

Remember that you have asked people to give feedback because you value their opinion.

You might want to reflect on:

- Why would they give me this feedback?
- What do I do that has led to this feedback?
- What don't I do?
- Can I think of specific examples of behaviour that may have led to these perceptions?
- What could I do differently?
- What should I continue doing? Or do more of?
- What do I agree / disagree with?
- Are there any areas that I think I could change?
- Have I been given any of the same feedback before?

Remember there are no bad results. All feedback is useful and everyone has development needs. It's also important to reflect on, and recognise your strengths. Again, your supervisor or mentor can help you do this.

## Part 2

### Initial reactions to your feedback

Write down your initial reactions to the feedback as a whole. Is it what you expected? Are there any shocks or surprises?

## Part 3

### Identifying your strengths and areas for improvement

Sometimes your own perceptions are different from those of other people. Use the following table to note how your own perceptions of each leadership capability indicator compared to those who gave feedback.

<p>Known development needs (low scores in both your self-assessment and feedback from others)</p>	<p>Known strengths (high scores in both your self-assessment and feedback from others)</p>
<p>Areas for development that I didn't recognise (where your self-assessment scores were higher than feedback from others)</p>	<p>Strengths I didn't realise I had (where feedback from others was higher than your own self-assessment)</p>

## Leadership capabilities in detail

For each capability, write down the average stage of progression you evidenced (emerging, established or accomplished), and whether this is a highlight or area for development. You'll find this information on the first page of your report. Then consider the feedback for each capability in detail, noting any actions you will take to develop in this area. Discuss this with your supervisor or mentor. Aim to make your actions SMART: Specific, Measurable, Achievable, Realistic and Time-bound.

Leadership Capability	Emerging, Established or Accomplished Stage?	Highlight or area for development?	Reflections and actions to take
Vision			
Self-leadership			
Motivating & inspiring			

Leadership Capability	Emerging, Established or Accomplished?	Highlight or area for development?	Reflections and actions to take
Empowering			
Collaborating & influencing			
Creativity & innovation			

## Taking a Step into Leadership

Now you have identified your priority areas for development, use the Step into Leadership website to explore the resources to support your development within these leadership capabilities. The Step into Leadership Learning Log will help you to reflect on and record your learning as you go along.