feedforward analysis ™

the mind friendly 360° feedback tool

feedforward analysis™ for:

Lidia Hadley
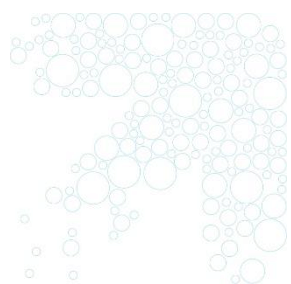
XYZ Ltd - manager services

respondents: 21

report

Insight into the most important leadership and management qualities that form the basis of high performance individuals, teams, and organizations!

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Introduction

This individual feedforward report was drawn up on the basis of your feedforward analysis™. This analysis portrays the most important leadership skills of the future and is structured in a positive and growth-oriented way. Respondents provide feedback by indicating which of the qualities - that are truly important for successful leadership / management - they recognize in you. The analysis searches for your strengths and subsequently looks at the possibilities for further development and reinforcement of these strengths.

You can use this report to compare your own analysis with how others perceive and experience your qualities. Do these correspond? Or are there major differences? How do you really want others to see you? What qualities are essential for the successful performance of your position or role and function?

This report provides insight into the management and leadership qualities that you already show and gives a detailed analysis on:

- The 3 feedforward pillars: Being authentic, People-oriented managing, Entrepreneurship
- Management and leadership qualities
- Hard and soft qualities
- Individual and relational qualities

Why feedforward instead of feedback?

It is often the case that participants experience many instruments - that are intended to be positive - as negative, as a threat. This means that the instrument has less of an impact than hoped for.

Leading research[1] on how our brain influences our leadership qualities shows that it is very difficult, for example, for our brain to receive feedback. This is certainly true concerning feedback on less positive characteristics, qualities and conduct. A brain perceives a threat much more strongly than it perceives pleasure. Fear has an immediate effect on people, even if they are able to hide this. The feeling of a threat is perceived faster, stronger and more directly, and is difficult to ignore. Once awakened, it is also not that easy to put it at ease. It prevents people from being creative, from working together, from making balanced decisions and from listening to feedback openly with the objective to learn.

Whether or not you are able to manage people well, is mostly a matter of self-knowledge and self-reflection. It starts with knowing yourself well and understanding how the fear button in your brain works, also with knowing how you respond to attention and compliments. Like Somerset Maugham[2] already said, "People ask you for criticism, but they only want praise". If you want to change behavior, it would be best to consider the options availableand to reinforce behavior by way of compliments.

'The main idea is that people need a safe basis, in order to deactivate the defensive nature of the brain, so we don't allow ourselves to be driven by fears and threats, but instead allow ourselves to be inspired by opportunities and possibilities.'

George Kohlrieser - IMD Business School

People who know themselves well and convey a consistent image to others, come across as authentic people. These individuals are easy to read and understand, and therefore gain trust more easily. With these individuals, the other person's brain is not set to the 'fear alert' ahead of time.

Complimenting others also seems like the best way to inspire people to grow and to learn new skills. The brain is elastic and therefore able to create new neural pathways, and through that the person learns new behavior. However, the brain is much more inclined to do so in a positive environment, where attention is paid to training new skills.

You have already taken a positive first step by opting for this analysis. You have asked your environment to provide feedback on your behavior and attitude in a positive sense, instead of feedback on points in need of attention. This analysis will provide you with a better understanding of your leadership strengths and how to further reinforce and utilize these strengths for yourself, your people, your team and your organization. You discover how, with your qualities, you can make an even bigger difference in your organization.

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[1] Phil Dixon, Dr. David Rock and Dr. Kevin Ochsner (Neuro Leadership Journal)
[2] William Somerset Maugham (1874 - 1965) was a British citizen born in France, a writer of many romance novels, collections of short stories, plays, travel stories and essays.

The respondents

Firstly, we asked you and the group of respondents to select the positive qualities that you possess. Based on all these qualities, the respondents then made a subsequent selection of qualities that describe you best, and arranged them by order of applicability (1 – 10).

The feedforward report was prepared based on this information.

Respondents

The exact number of respondents who provided you with feedforward is listed below:

1. Employees: 10
2. Colleagues (equal job level): 8
3. Superiors (higher job level): 1
4. External contacts: 2
5. Private contacts: 0

If only one respondent repersents a specific group, this respondent will have given his or her approval to have his or her feedforward incorporated in this report.

TIP

All respondents have received an email to express thanks and gratitude for the time they invested. However, it might be a good idea to thank them in person as well. Please don't hesitate to contact them, if you still have questions for the group after the analysis or if you would like to share the results. Expressing appreciation, asking questions and showing that you actually want to take action following the feedforward analysis™, displays strength..

The resepondents might also be able to support you in showing discipline and actually taking action following the analysis!

The qualities that make you and your organization successful

Various studies indicate which leadership and management qualities are important within profit, non-profit and government organizations, in order to perform better in an ever-changing environment. The feedforward analysis™ is based on the latest insights by leading leadership thinkers and institutes. See more about this research in the Appendix.

3 feedforward pillars

By pulling together and comparing the aforementioned insights, we have arrived at 48 qualities of successful leaders and managers, subdivided into 3 feedforward pillars:

- Being authentic
- People-centred management
- Entrepreneurship

The aim is to discover which of your qualities contribute to a successful organization. With these qualities, you can also further develop and reinforce the qualities that are not quite as developed in you yet, but that you certainly have in you.

No mention is made of the optimum distribution, and therefore there is no better or worse distribution. Only when you compare the task that you and / or your team / organization are responsible for, to your (or your team's) analysis, will you be able to make mention of a more or less successful profile of qualities. The qualities that your team members have in them and are asked to utilize, also determine the success of the entirety, in part.

The 48 qualities that are included in the three pillars will be described later and you will also encounter them in your personal results.

Various respondents

You have asked various groups of respondents to provide feedforward: colleagues on the same level with you, superiors, employees under you, external contacts and private individuals. This means that we are also able to link the feedforward back to these various groups of respondents and can provide feedback. Do all of these groups view you and your qualities similarly? Or do the perceptions vary widely? The various groups and their feedforward are presented to you in a comparative format.

Comprehensive analysis

Apart from the 48 qualities and 3 pillars, you are also given insight into your distribution in terms of:

- Management and leadership qualities
- Hard and soft qualities
- Individual and relational qualities

The named distributions are referred to frequently as essential combinations of qualities that determine sustainable success. Here it also applies that, in addition to having insight into your own strengths, the solution is often found in the qualities, and in reinforcing the qualities, that you already possess but that are not quite as developed yet. Also, it is good to get the team members involved in pinpointing the key strengths that need to be developed.

Before you go to your results

Before you view your results on the following pages, please start by answering the following question:

Which three qualities, in your opinion, are essential in order to fulfill your current position / task / role within the organization?

There is no need to refer to the feedforward qualities. You can do this simply based on feeling.

1. _____

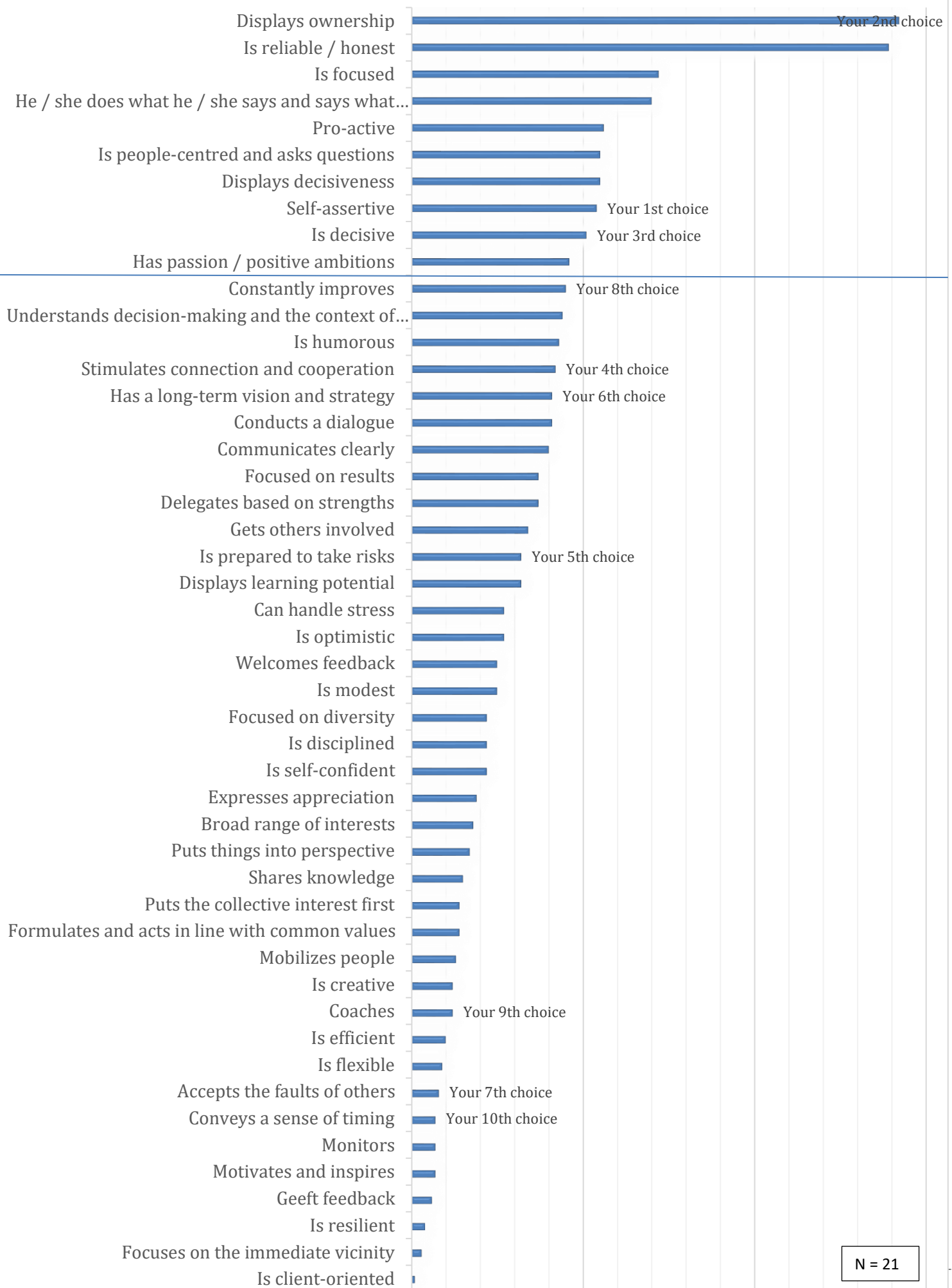2. _____

3. _____

With these three qualities in mind, you will be more focused when you view your personal results and decide where you actually want to focus your efforts. Remember that you picked these three qualities thinking about your position. This report generates so much information that focus truly does help.
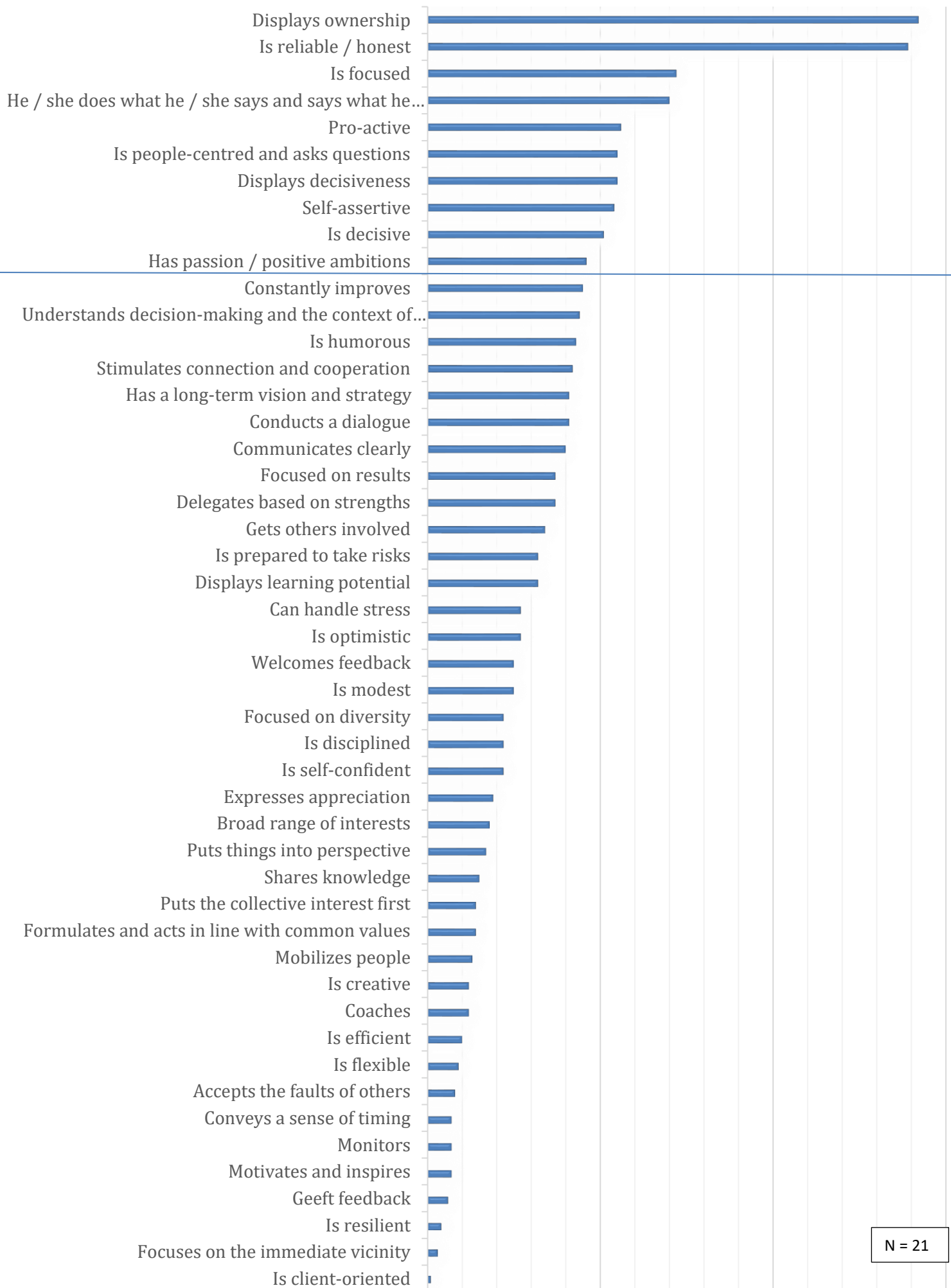
Now look at which qualities the feedforward respondents assigned to you.
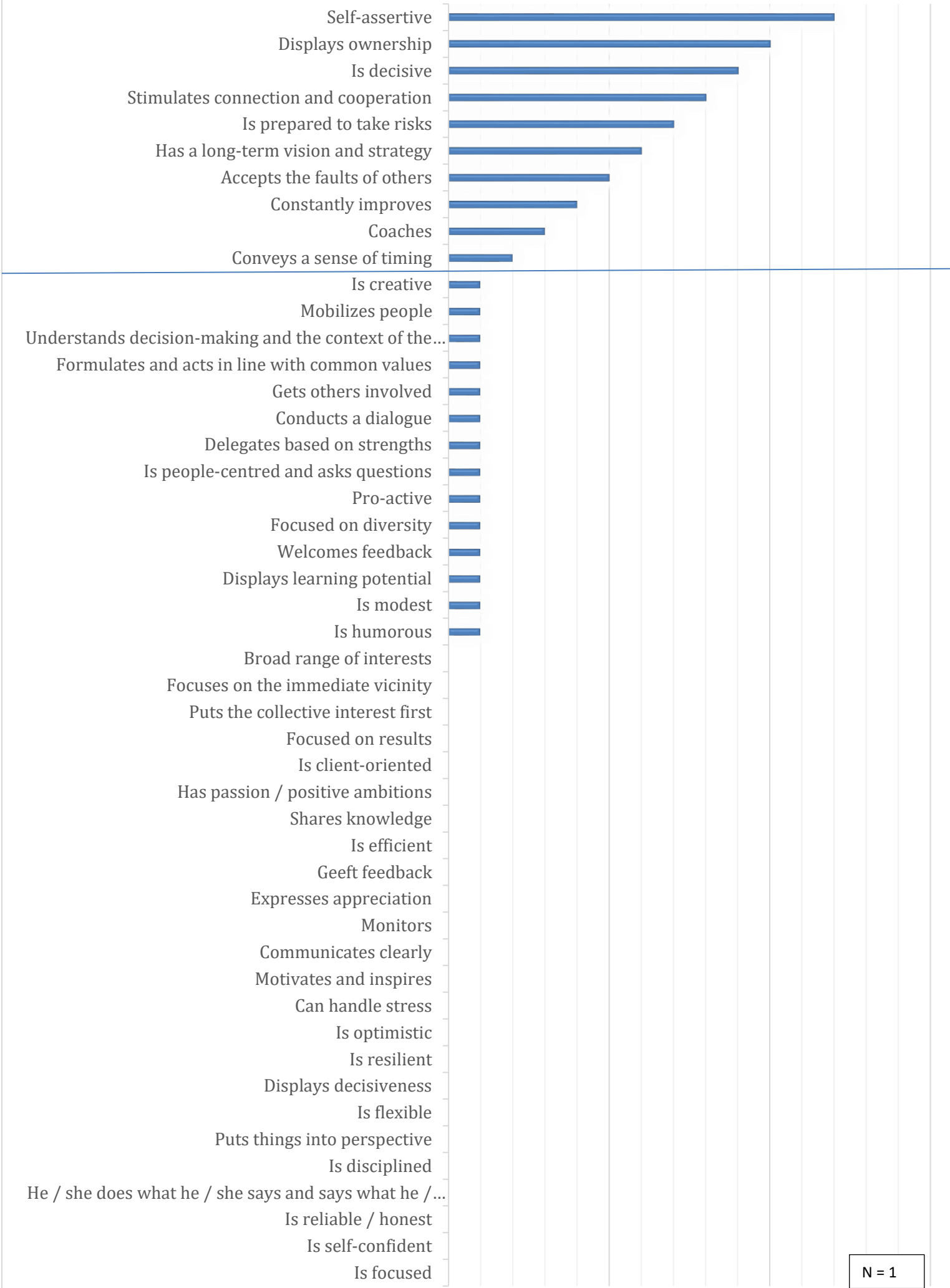
Qualities according to you and all respondents:

Quality	
Displays ownership	Your 2nd choice
Is reliable / honest	
Is focused	
He / she does what he / she says and says what…	
Pro-active	
Is people-centred and asks questions	
Displays decisiveness	
Self-assertive	Your 1st choice
Is decisive	Your 3rd choice
Has passion / positive ambitions	
Constantly improves	Your 8th choice
Understands decision-making and the context of…	
Is humorous	
Stimulates connection and cooperation	Your 4th choice
Has a long-term vision and strategy	Your 6th choice
Conducts a dialogue	
Communicates clearly	
Focused on results	
Delegates based on strengths	
Gets others involved	
Is prepared to take risks	Your 5th choice
Displays learning potential	
Can handle stress	
Is optimistic	
Welcomes feedback	
Is modest	
Focused on diversity	
Is disciplined	
Is self-confident	
Expresses appreciation	
Broad range of interests	
Puts things into perspective	
Shares knowledge	
Puts the collective interest first	
Formulates and acts in line with common values	
Mobilizes people	
Is creative	
Coaches	Your 9th choice
Is efficient	
Is flexible	
Accepts the faults of others	Your 7th choice
Conveys a sense of timing	Your 10th choice
Monitors	
Motivates and inspires	
Geeft feedback	
Is resilient	
Focuses on the immediate vicinity	
Is client-oriented	

N = 21

Qualities according to all respondents:

Quality	
Displays ownership	
Is reliable / honest	
Is focused	
He / she does what he / she says and says what he...	
Pro-active	
Is people-centred and asks questions	
Displays decisiveness	
Self-assertive	
Is decisive	
Has passion / positive ambitions	
Constantly improves	
Understands decision-making and the context of...	
Is humorous	
Stimulates connection and cooperation	
Has a long-term vision and strategy	
Conducts a dialogue	
Communicates clearly	
Focused on results	
Delegates based on strengths	
Gets others involved	
Is prepared to take risks	
Displays learning potential	
Can handle stress	
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Is self-confident	
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Broad range of interests	
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Conveys a sense of timing	
Monitors	
Motivates and inspires	
Geeft feedback	
Is resilient	
Focuses on the immediate vicinity	
Is client-oriented	

N = 21

Qualities according to you:

Quality	
Self-assertive	
Displays ownership	
Is decisive	
Stimulates connection and cooperation	
Is prepared to take risks	
Has a long-term vision and strategy	
Accepts the faults of others	
Constantly improves	
Coaches	
Conveys a sense of timing	
Is creative	
Mobilizes people	
Understands decision-making and the context of the…	
Formulates and acts in line with common values	
Gets others involved	
Conducts a dialogue	
Delegates based on strengths	
Is people-centred and asks questions	
Pro-active	
Focused on diversity	
Welcomes feedback	
Displays learning potential	
Is modest	
Is humorous	
Broad range of interests	
Focuses on the immediate vicinity	
Puts the collective interest first	
Focused on results	
Is client-oriented	
Has passion / positive ambitions	
Shares knowledge	
Is efficient	
Geeft feedback	
Expresses appreciation	
Monitors	
Communicates clearly	
Motivates and inspires	
Can handle stress	
Is optimistic	
Is resilient	
Displays decisiveness	
Is flexible	
Puts things into perspective	
Is disciplined	
He / she does what he / she says and says what he /…	
Is reliable / honest	
Is self-confident	
Is focused	

N = 1

Analysis tips

How many of the 48 qualities were selected by the respondents as qualities that you possess? If many qualities were selected, then you can assume that most of the qualities have been observed in you. A fabulous compliment! Or are you a chameleon, and does every respondent observe different qualities? If the selection only includes a few, then this could possibly say something about how pronounced you are in expressing these qualities. The qualities that were marked in this case are unanimous with the strengths that are observed in you.

The first 10 qualities are those that others feel are most applicable to your performance.

- Are these fewer than 10 qualities? This could say something about how pronounced you are in expressing these qualities.
- Does the number of qualities selected by you differ strongly from the qualities selected by the respondents? This indicates that you look at yourself differently compared to the respondents.
- Which 'image' does the feedforward bring about in you? Do you see a central theme? With respect to the qualities that you selected for yourself, and the qualities that others observe in you? What is the difference?

Before you proceed to think about what you would like to do better and more effectively: first compare your strengths to the three qualities that you marked down before, which, in your opinion, are essential in order to fulfill your current position:

- How can you utilize the 10 selected qualities even more effectively and more successfully?
- Also look at the qualities that are just outside the range of the 10. These qualities can often be made even stronger with relatively little effort!

Talk to the respondents so you can arrive at the same perspective and / or to ask for support when you want to utilize certain qualities more effectively. What could account for the differences? What do we understand under the various qualities and how is this expressed in specific behaviour? Where, in the opinion of the respondents, could you make an even greater difference?

Talk to your superior to determine the possibilities for support in terms of your learning and development process and how this also corresponds to the collective goal and the team development phase. You could include the points for development in the existing development talks.

How are the qualities devided among the 3 pillars

We have subdivided the 48 qualities into three feedforward pillars, based on the latest insights.

Can one be authentic, people-centred and an entrepreneur, all at once?

There are very few individuals who can be classified as Authentic, People-centred and an Entrepreneur, all at once. Despite this, these are the three pillars with which to optimally contribute to the success of your organization.

Being **Authentic** is appreciated. Authority is awarded when you are honest and fair. Optimistic people are the ones who improve individual and team performances and build trust. They look closely at themselves and at other individuals and are reflective by nature. Authentic leaders are decisive and result-oriented. For them, long-term result takes precedence over short-term profit.

People-centred management gives employees energy. Colleagues feel heard and valuable. They see and feel that they are being involved in the decision-making and efficiency in the workplace. By stimulating feedback, sharing knowledge and experience, and constantly maintaining contact with others, this manager stimulates the development of new ideas and creates an environment of continuous improvement. This results in a greater mutual understanding as well as in better, more efficient decisions. A people-centred manager is also able to establish unequivocal boundaries and is able to make individual decisions.

In order to innovate and improve, entrepreneurship is essential to an organization. An **Entrepreneur** within an organization is able to link outside developments to internal actions. He or she is able to mobilize ideas and to utilize them efficiently in the interest of the organization. A successful entrepreneur encourages internal entrepreneurship amongst employees. This manager dares to take risks, but keep the context and structure of the organization in mind during the process.

A successful leader is able to link innovative ideas to internal actions and can mobilize people and stimulate entrepreneurship for this purpose. He or she dares to make decisions that will contribute to the long-term success of the organization, even though success is not always guaranteed. A successful leader that he or she must create a support basis amongst colleagues and employees, by linking these decisions to the assigned meaning, but also has the decisions carried out effectively in collaboration but under his or her responsibility. In other words, this is a type of a super (wo)man!

And super (wo)men are scarce…

How are your qualities distributed between the 3 pillars?

The 48 qualities are divided into the three pillars below according to the responses of the entire feedforward group, whereas beneath it the distribution according to your own selection has been given.

We emphasize once again the fact that the threefold division includes essential combinations of qualities which determine long-term success. However, here it applies that, in addition to having insight into your own strengths and the qualities that are currently essential based on your role and position, the solution is often found in the qualities and in reinforcing the qualities that you already possess (some slightly more developed than others) and in getting team members involved in pinpointing the strengths that are not as well developed in you.

Distribution between the 3 factors according to the entire group of respondents:

■ Being Authentic - 45%   ■ People-focused leadership - 28%   ■ Enterprising - 27%

27%
45%
28%
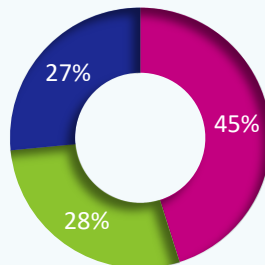
N = 21

Distribution between the 3 factors based on your personal selection:

■ Being Authentic - 33%   ■ People Centred Management - 41%   ■ Entrepreneurship - 26%

26%
33%
41%
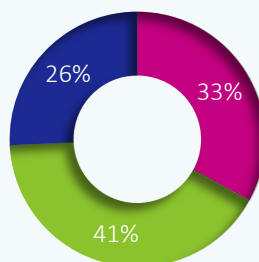
N = 1

The qualities that were assigned to you most

Assigned most often under Authentic, by all respondents

Displays ownership	Takes responsibility for the development of the organization / the task. Feels a sense of involvement and ownership.
Is reliable / honest	This individual is reliable and credible.
He / she does what he / she says and says what he / she is doing.	This individual is congruent in word and deed. Verbal and non-verbal behaviour correspond.

Assigned most often under People-centred management, by all respondents

Is people-centred and asks questions	Attempts to get to know the other person better by asking open questions.
Is decisive	Is resolute in terms of choices and decisions. Sets unequivocal boundaries through decisions. Dares to make choices, independent from others.
Stimulates connection and cooperation	Establishes synergy in a group of involved parties, stimulates mutual involvement in the group and motivates the involved parties to achieve effective collaborative efforts. This applies internally and externally.

Assigned most often under Entrepreneurship, by all respondents

Is focused	Sets and abides by priorities.
Has passion / positive ambitions	Believes in and is enthusiastic about reaching and achieving a positive goal.
Understands decision-making and the context of the organization	Understands how and when to successfully exert influence in the relevant work context. Is familiar with and has an understanding of the interests of others in this regard.

Analysis tips

Your profile is likely to contain qualities from all three pillars. It is also possible that the majority of your assigned qualities are classified under just one pillar. Read through the list of qualities again. Everything is possible and nothing is wrong or right. What is important, is that you recognize and acknowledge your own qualities that contribute to the success of the organization. Perhaps you were assigned qualities that you had not thought of before? Or perhaps others observe qualities in you, classified under a specific pillar, which you thought you do not really possess? It would also be interesting to analyze which qualities would be easy for you to reinforce and spur on and / or utilize more effectively and with more vigour. You can also go in search of colleagues that supplement your qualities and vice versa, in order to perform even better together!

The qualities that were assigned to you most

Total respondents (n = 21)	Yourself (n = 1)	Employees (n = 10)	Colleagues (equal job level) (n = 8)	Superiors (higher job level) (n = 1)	External contacts (n = 2)	Private contacts (n = 0)
Displays ownership	Self-assertive	Is reliable / honest	Displays ownership	Is focused	Is reliable / honest	-
Is reliable / honest	Displays ownership	Displays ownership	Is reliable / honest	Self-assertive	Understands decision-making and the context of the organization	-
Is focused	Is decisive	Is people-centred and asks questions	He / she does what he / she says and says what he / she is doing.	Is reliable / honest	Is people-centred and asks questions	-
He / she does what he / she says and says what he / she is doing.	Stimulates connection and cooperation	He / she does what he / she says and says what he / she is doing.	Is focused	Displays ownership	Self-assertive	-
Pro-active	Is prepared to take risks	Has passion / positive ambitions Pro-active Is focused	Stimulates connection and cooperation	Is humorous	Gets others involved	-

Analysis tips

Are the qualities that were assigned to you by the groups of respondents similar, or do these actually vary widely? And did others observe the same qualities as you? What are the actual differences?

 Perhaps opinions were very similar, perhaps very different.Either way – is this effective in view of your work? Or would it be more effective to incorporate a greater degree of diversity, or perhaps more homogeneity?
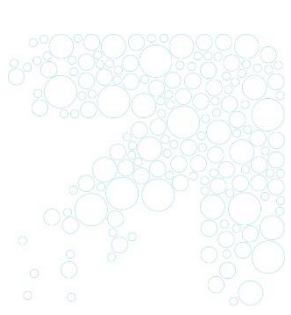
Manager and/or Leader?

You need both management and leadership qualities in order to make your organization successful. Both are essential if your goal is excellent performance. For this, we use the various classifications for Management versus Leadership, formulated by Harvard, HPO Center, Forbes and Business Insider, amongst others.

Qualities that constitute a successful leader are, among others, displaying learning potential, welcoming feedback, being focused on diversity, having a long-term vision and being able to inspire people. Such leaders perform on the basis of trust; they are who they say they are. They are also people-centred and entrepreneurs by nature, and they combine these aspects with resilience and continuous improvement.

Qualities that make a manager successful are, for example, being task-oriented, displaying discipline, conducting a dialogue, approaching others in connection with behavior, displaying decisiveness and the ability to monitor. Both roles are different and essential for the success of an organization. An organization needs leaders as well as managers.

This is your distribution according to the opinion of the entire group of respondents, if the 48 qualities from the feedforward analysis™ are divided between what is characteristic for leaders and managers:

■ Leadership - 47% ■ Management - 53%

53%   47%

N = 21

■ Leadership - 61% ■ Management - 39%

39%   61%

N = 1
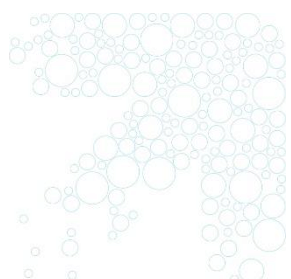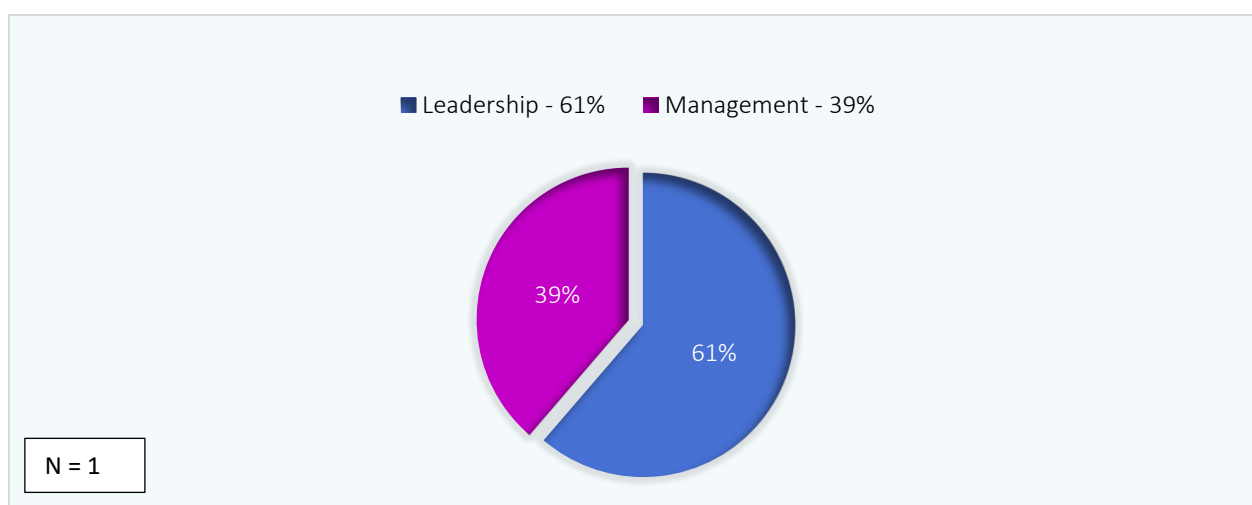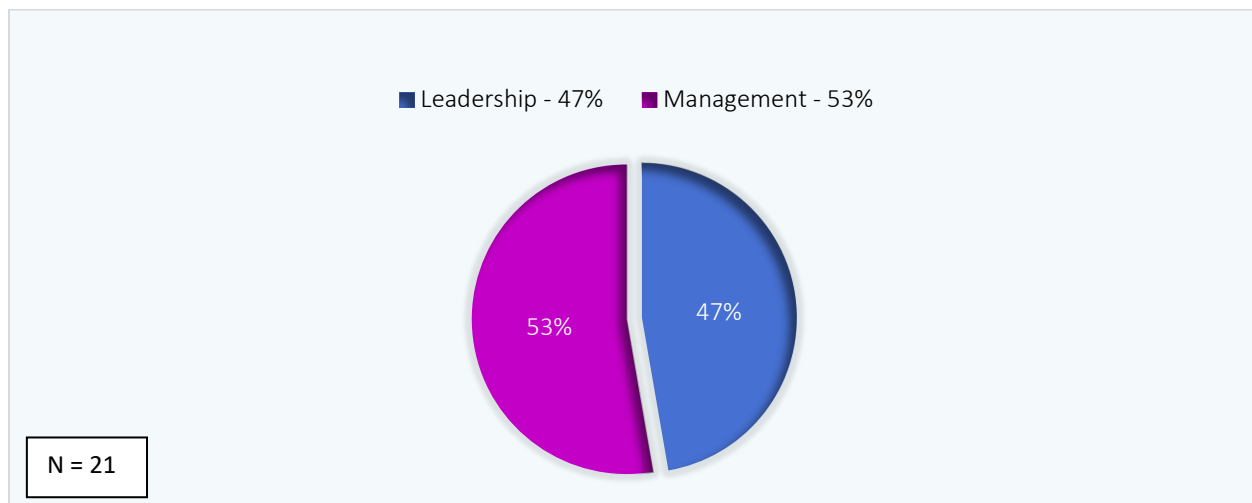
Analysis tips

Were you mostly assigned the qualities of a manager or a leader? Or were you assigned a combination of both, equally? And how does this differ from the distribution that you assigned yourself? When you compare the distribution of management and leadership qualities to your position or role, how effective does this distribution make you in actual practice?

Possible coaching talks (on an individual or team basis) will focus extensively on your distribution and on how to make this more effective in relation to the task that you or your group should fulfill. If desired, these talks can also focus more extensively on the qualities that are specifically considered as management qualities and those that specifically constitute a leader.

Hard versus Soft Qualities

In order to make your organization successful, you need 'hard' and 'soft' qualities in equal proportions - inspired by George Kohlrieser, and now referred to by us as 'daring' and 'caring' qualities. Here, we must consider that one is not considered better than the other. Both are essential if your goal is excellent performance. Therefore, when specific qualities are not that well developed in you, you can get your colleagues involved for these specific qualities. The challenge in this case is to further develop and reinforce these qualities in you.

Example: By spurring your 'hard' qualities on to a slightly greater extent, you provide your 'soft' qualities with even more strength, allowing you to utilize the latter more effectively. For example, when you are very focused on the other person (people-centred), gladly take care of the other person, ask questions and coach (soft qualities), you will be more effective if you also simultaneously dare to address the other person about issues, or if you dare to talk about conflicts (hard qualities). This is naturally true when applied in combination with your soft qualities, namely based on the contact and relationship with the other person. This way there is no need for 'nasty' wounds, but issues are dealt with based on contact, which actually results in greater clarity and harmony.

This also applies the other way round. It will not suffice to merely provide a rational 'hard' explanation and to show discipline. It is this combination with the soft side that makes people want to truly get involved and go with your flow naturally. Even when setbacks are experienced, this will make others want to go the extra mile with you. This is your distribution according to the opinion of the feedforward group, if the 48 qualities from the feedforward analysis™ are divided between soft and hard qualities:

Distribution based on the qualities selected by the respondents:
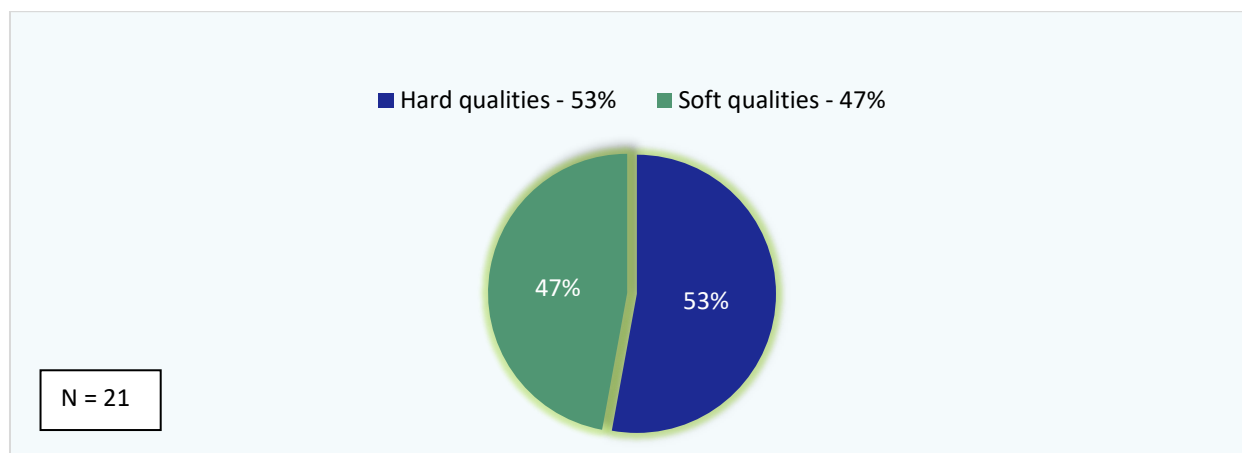
■ Hard qualities - 53%   ■ Soft qualities - 47%

47%   53%

N = 21

Distribution based on the qualities selected by you:

■ Hard qualities - 68%   ■ Soft qualities - 32%

32%   68%

N = 1
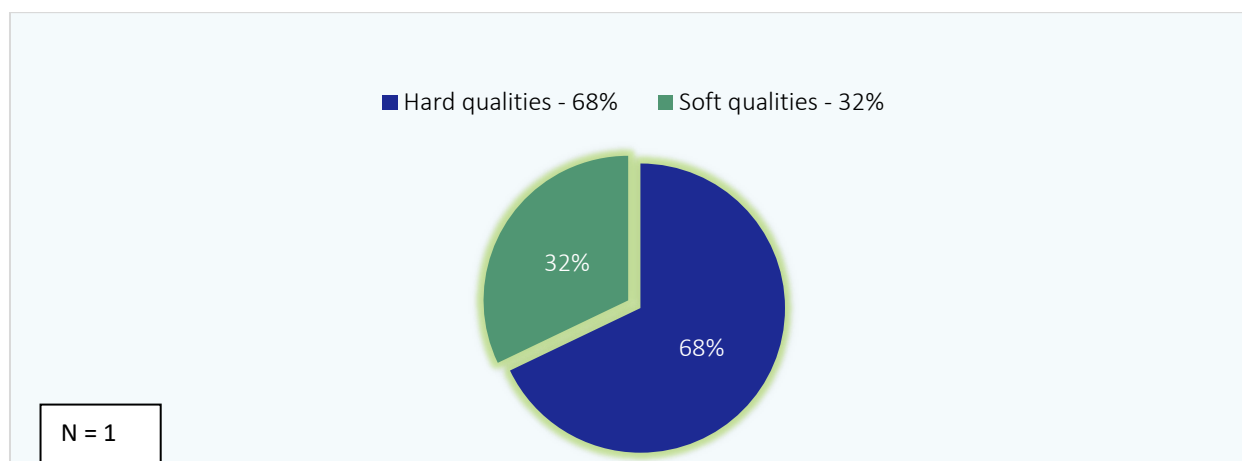
Analysis tips

Were you assigned mostly 'hard' or 'soft' qualities? Or were you assigned a combination of both, equally? When you compare your distribution to your position or role to the same by the team members that you would like to lead successfully, how effective does this distribution make you in actual practice? What do your employees need from you to a greater or lesser extent?

Possible coaching talks (on an individual or team basis) would focus extensively on your distribution and on how this can be made more effective in relation to the task to be fulfilled by you and the specific team members that you lead. If desired, these talks can also focus more extensively on the qualities that are more 'daring' and more 'caring'.

Individual versus Relational Qualities

You need both individual qualities and relational qualities in order to make your organization successful. Individual qualities are qualities like: Are you self-assertive? Are you focused? Do you take responsibility / ownership? Do you have passion / positive ambitions? Do you show discipline?

Under relational qualities we talk about qualities that shape you in your relationship and coordination with others, such as: coaching qualities, delegation based on strengths, the ability to give feedback, expressing appreciation, conducting a dialogue, creating a support basis, sharing knowledge, being client-oriented.

In this case both qualities are essential, if your goal is excellent performance and being a good role model for your colleagues. If the qualities are not distributed equally in your analysis, you could try and display specific qualities to a greater or lesser extent in certain situations; also, you could get another person with the specific strength involved.

This is your distribution according to the epinion of the entire group of respondents, if the 48 qualities from the feedforward analysis™ are divided between 'individual' and 'relational' qualities:
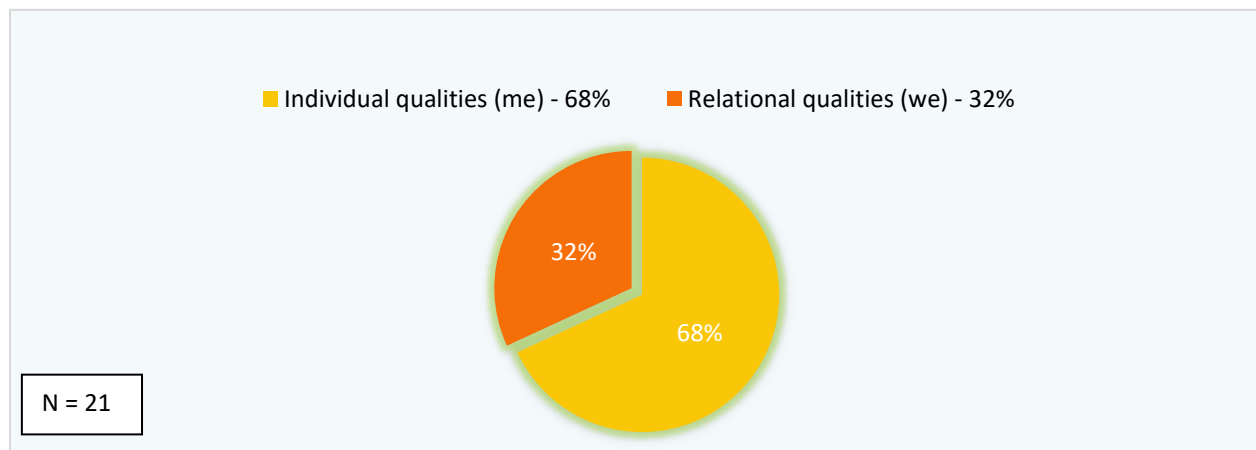
■ Individual qualities (me) - 68%   ■ Relational qualities (we) - 32%

32%

68%

N = 21

Distribution based on the qualities selected by you:

■ Individual qualities (me) - 64%   ■ Relational qualities (we) - 36%

36%

64%

N = 1
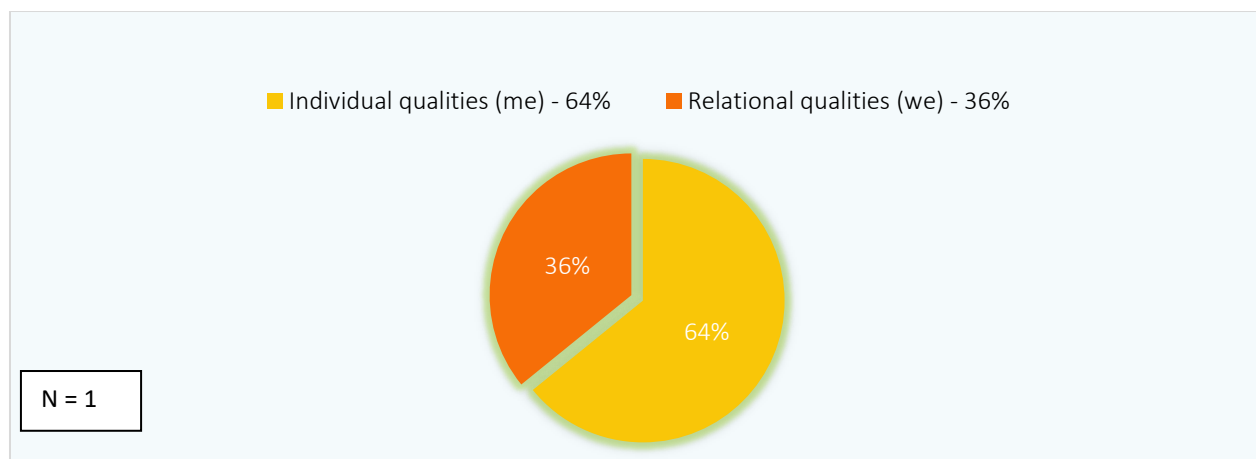
Analysis tips

Were you assigned mostly individual qualities or relational qualities? Or were you assigned a combination of both, equally?

When you compare your distribution to your position and role, and to the team members that you would like to lead successfully, how effective does this distribution make you in actual practice? What do your employees possibly need from you to a greater / lesser extent?

Does the signal call for more visibility from your side, and that you need to be heftier, or should you display more focus towards the group or the organization and what you could possibly mean to it? Are you motivated and focused on your own (individual) interests? Or do you always put the collective interest first and consider your own interests after that?

Possible coaching talks (on an individual or team basis) would focus extensively on your distribution and on how this can be made more effective in relation to the task to be fulfilled by you and the specific team members that you l

Actions based on your qualities

In your opinion, what are the three most valuable points that come forward in the report, regarding your personal analysis?

And which actions will you undertake in this respect (make sure you keep it small and manageable)?

1. _____

2. _____

3. _____
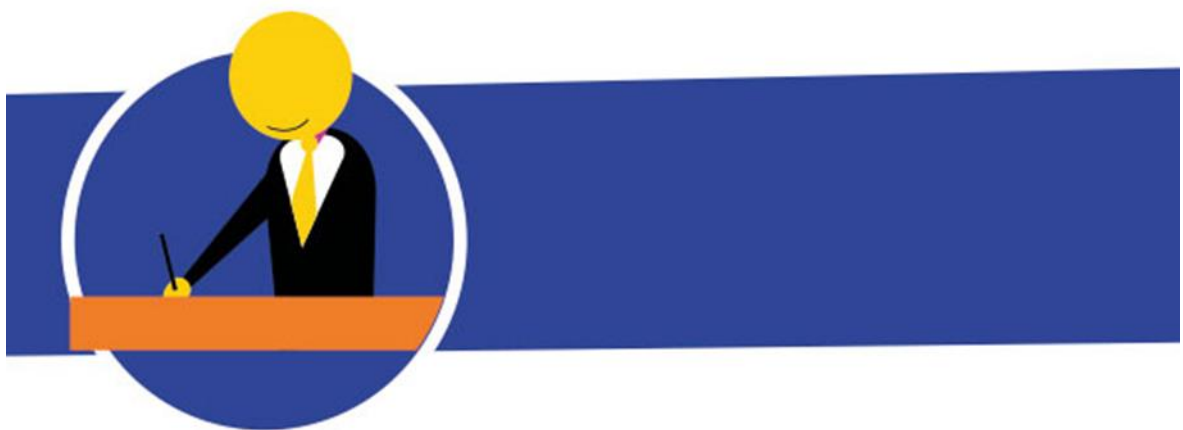
What now?

You have gained more insight into how your qualities are viewed by you and by others.

What would you like to do more effectively?

The first step is to decide for yourself or with your team, what kind of change you would like to encourage in yourself or in the team. Perhaps you want to utilize a strength that has been observed in you or in the team, with more vigour and and in a clearer manner. Or do you want to further develop or reinforce a strength? As said, each individual and team has all the studied qualities, but the analysis shows how much attention is paid to a particular quality.

However, a mere intention to change is not sufficient. Look at and discuss what you need if you are to show the discipline to truly take action in terms of your individual points or the points for your team.

What is needed in order to show discipline?

- Perhaps you could find a friend to support you with this. In that case, make sure that your buddy has a good understanding of your point for development, so he or she can be the right sounding board for you and can compliment you when you truly achieve the goal! You and your team discipline one another. However, make sure that a proper open dialogue culture is in place when you choose this option.
- Perhaps you or your team want to reinforce a specific quality by following a training program or taking a course on a specific quality or theme, in order to gain a better understanding of and practice with this skill.

Perhaps you and your team want to further reinforce a quality by attending coaching sessions. After all, there is a reason why you do not always express the quality clearly, although you feel that this quality shold actually be utilized in certain situations. The same applies to the team.

Getting others involved based on their strengths

It is also possible that you arrive at the conclusion that it would be best to get others involved in the subsequent step based on their strengths. You acknowledge the importance of different perspectives for better decision-making and would like to get more involvement from another person based on his or her strengths. This goes beyond merely putting people with different perspectives together in one room or in one (project) team. You also truly need to take advantage of these different perspectives! This is not easy either, because we often have many 'opinions' about people who view the world differently.

- If it is difficult to get a specific quality of another person involved because you have many 'opinions' about the quality, then it might be a good idea to first search for people in your own environment, who actually do utilize this quality in a positive fashion. Learn from this and investigate which facets of this quality you can actually exhibit yourself.
- A team session, for exploring the options together and making it suitable, is useful if you want to learn to utilize one another more effectively as a team, based on your strengths.

Appendices

1. Remarks from your feedforward respondents on your qualities (anonymous)
2. The 48 qualities of successful leaders and managers
3. Scientific responsibility
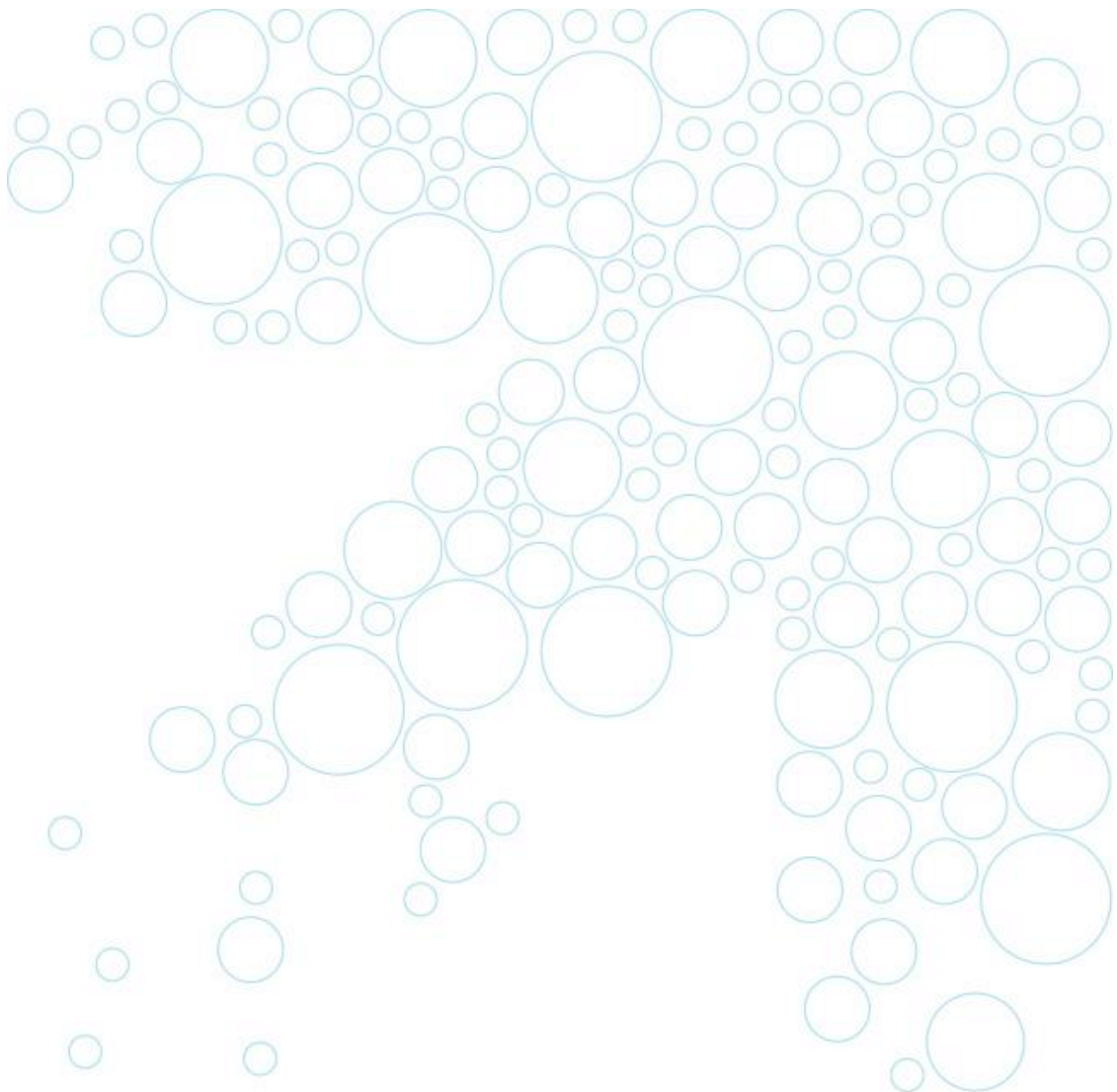
- Is focused
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Self-assertive
  - xxxxxxxxxxxxxxxxxxxxx
- Is self-confident
  - xxxxxxxxxxxxxxxxxxxxx
- Is reliable / honest
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- He / she does what he / she says and says what he / she is doing.
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Displays ownership
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Puts things into perspective
  - xxxxxxxxxxxxxxxxxxxxx
- Is modest
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Is humorous
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Displays learning potential
  - xxxxxxxxxxxxxxxxxxxxx
- Welcomes feedback
  - xxxxxxxxxxxxxxxxxxxxx
- Displays decisiveness
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Pro-active
  - xxxxxxxxxxxxxxxxxxxxx
- Constantly improves
  - xxxxxxxxxxxxxxxxxxxxx
  - xxxxxxxxxxxxxxxxxxxxx
- Can handle stress
  - xxxxxxxxxxxxxxxxxxxxx
- Is people-centred and asks questions
  - xxxxxxxxxxxxxxxxxxxxx
- Communicates clearly
 - xxxxxxxxxxxxxxxxxxxxx

Being authentic

An Authentic person is rewarded with authority and is appreciated for honesty and fairness. This manager is an optimistic individual who builds trust and focuses on improving individual and team performance. An authentic manager looks closely at oneself and at others, and is reflective by nature. Such individuals are decisive and result-oriented. For them, long-term result takes precedence over short-term profit.

Self-assertive	Is aware of his or her person, of own emotions, of own behavior and of the impact thereof.
Is self-confident	Is confident in terms of his or her own skills and competences.
Is reliable / honest	Is reliable and credible
He / she does what he / she says and says what he / she is doing.	Is congruent in word and deed. Verbal and non-verbal behavior correspond.
Displays ownership	Takes responsibility for the development of the organization / the task. Feels a sense of involvement and ownership.
Is disciplined	Takes action, is devoted to it, and truly finishes what has been started.
Puts things into perspective	Able to put things into a broader perspective. Looks at situations in a relative manner, in proportion to other things.
Is modest	Does not place himself or herself, or own personal ambitions in the forefront.
Is humorous	Has an active, good-natured attitude in order to deal with situations. Herewith brings lightness and positivity.
Displays learning potential	Finds new information, acquires new experiences and applies this on a daily basis.
Welcomes feedback	Is open to receiving feedback on own behavior and actively seeks out acknowledgement (and recognition) of the feedback.
Focused on diversity	Actively seeks out the strength and added value of people with a different perspective. Gets different opinions and perspectives involved.
Displays decisiveness	Carries plans out fast and with vigour.
Pro-active	Thinks a few steps ahead, signals problems at an early stage, and takes appropriate measures immediately. Often takes the initiative instead of just following others.
Is resilient	Actively explores possibilities for dealing with a problem / negative experience and for getting back on track.
Constantly improves	Constantly takes stock of the situation and is always aimed at improving the work.
Is optimistic	Frequently displays a positive attitude.
Can handle stress	Continues to perform calmly when work pressure is immense or in the event of unexpected setbacks.
Is flexible	Is able to adapt to unexpected or uncomfortable situations with relative ease.
Formulates and acts in line with common values	Is familiar with the common values of the organization and convert these into actions.

People-centred management
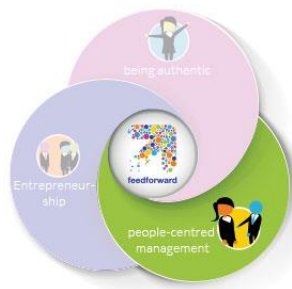
People-centred management gives employees energy. Colleagues feel heard and valuable. They see and feel that they are being involved in the decision-making and efficiency in the workplace. By stimulating feedback, sharing knowledge and experience, and constantly maintaining contact with others, this manager stimulates the development of new ideas and creates an environment of continuous improvement. This also results in a greater mutual understanding as well as in a better, more efficient decisions, in most cases. An individual with a people-centred management style is also able to establish unequivocal boundaries and to make individual decisions.

People-centred and asks questions	Attempts to get to know the other person better by asking open questions.
Delegates based on strengths	Assigns responsibility to the other person, where appropriate, based on the individual's potential and development.
Communicates clearly	Conveys information, ideas and objectives clearly and specifically.
Is decisive	Is resolute in terms of choices and decisions. Sets unequivocal boundaries through decisions. Dares to make choices independent from others.
Conducts a dialogue	Is receptive to the other person involved in the dialogue (is a good listener) and follows the discussion with action.
Monitors	Assesses (evaluates) whether the right direction is being followed.
Expresses appreciation	Emphatically appreciates the involvement and added value of others. Gives compliments.
Gives feedback	Gives regular and direct feedback on the other person's behavior.
Coaches	Coaches others to reach better performance levels. Looks for the potential in people and stimulates them to improve their performance levels.
Motivates and inspires	Inspires, motivates and stimulates others to perform exceptionally well and to do more than they ever thought possible.
Gets others involved	Gets others involved and allows them to contribute based on their strengths.
Stimulates connection and cooperation	Establishes synergy in a group of involved parties, stimulates mutual involvement in the group and motivates the involved parties to achieve effective collaborative efforts. This applies internally and externally.
Accepts the faults of others	Accepts the faults of others, learns from mistakes, and in so doing, stimulates progress and innovation.
Shares knowledge	Actively shares knowledge and in so doing enables the individuals and / or teams to apply the acquired knowledge at a later stage, in their own work situation.

Entrepreneurship

Entrepreneurship is essential within an organization in order to innovate and improve. A successful entrepreneur is able to link external developments to internal actions and promotes entrepreneurship amongst employees. This manager is able to mobilize ideas and to utilize these efficiently in the interest of the organization. A successful entrepreneur dares to take risks, but keeps the context and structure of the organization in mind during the process.

Is focused	Sets priorities and abides by these.
Has passion / positive ambitions	Believes in and is enthusiastic about reaching and achieving a positive goal.
Has a long-term vision and strategy	Keeps the eye clearly on the ball / converts the objective into an appropriate strategy.
Is client-oriented	Always puts the client's interests first (instead of own interests).
Focused on results	Converts goals to results and focuses on achieving these effectively.
Is efficient	Employs an effective working method. Utilizes time, individuals and resources properly.
Puts the collective interest first	Puts the collective interest first, even ahead of own interests.
Understands decision-making and the context of the organization	Understands how and when to successfully exert influence in the relevant work context. Is familiar with and has an understanding of the interests of others in this regard.
Mobilizes people	Actively gets people into movement.
Conveys a sense of timing	Has a good sense of when to act and when not to act.
Is prepared to take risks	Calculates the potential for risk and / or loss and makes a decision, also when success is not guaranteed.
Is creative	Has a creative capacity, is imaginative and inventive.
Focuses on the immediate vicinity	Knows the sector well and keeps knowledge up-to-date.
Broad range of interests	Observes and actively learns from other branches / disciplines, societal developments and economic indicators.

There are plenty of 360-degree feedback tools that collect information about various competencies of managers and employees. But how to be sure that those competencies are crucial leadership and management qualities that can facilitate High Performance Teams and Organizations? And how to know whether the feedback tool, which you apply to collect information, including the accompanying report, actually brings about improvements? You don't.

This was the kick-off for a comprehensive research on feedback tools. Together with her team, Muriel Schrikkema MSc developed the brain-friendly 360-degree feedforward analysis™ tool. The literature review was conducted by Dr. André de Waal MBA.

- Brain-friendly 360-degree feedback tool
- literature review

Phase 1. Brain-friendly 360-degree feedback tool

Many organizations hire external companies to conduct feedback interventions. For that purpose, numerous 360-degree methods have been developed that aim to improve employees' performances by means of feedback from colleagues.

However, more and more research disproves the idea that designating weaknesses leads to the improvement of performance. These studies form the basis for a new generation of brain-friendly tests, in which the latest insights into how motivation, fear and dedication work, have been taken into account.

A new vision on 360-degree feedback

One of the studies that show the deficiencies of traditional feedback methods is the "Turn the 360 around: why feedback doesn't work and how to do it better" by P. Dixon, D. Rock, and K. Ochsner (2010, NeuroLeadership Institute). The researchers showed that traditional feedback interventions threaten a person's sense of status and a security. That is, as a result of certain behavior, one has achieved a certain position. Now, that exact same behavior is being criticised ant the person's autonomy is at stake, whereas his or her relationships are being threatened: friends from whom feedback is received can turn into enemies as feedback is seen as critizism. Finally, being reasonable is threatened: 'Why do I have to be in the spotlight?' is something one could ask oneself when receiving feedback.

Feedback can even have an adverse effect on teams that are already subjected to (communication) problems. It can cause people to switch to an odd mental state; the people become blocked or start making counterproductive moves which prevent feedback from 'landing'. Only very few people would say: 'You are right, I did not handle that very well, I am going to do it differently.'

This has been proven to be caused by the dominance of our limbic system, the most primitive part of our brain. This part of the brain wants to experience as little fear and as much pleasure as possible. When experiencing danger or threat, the brain reacts by producing stress hormones that make one less alert and active (Mesulam M-M (2000), "Principles of behavioral and cognitive neurology", Oxford University Press). This also might happen when receiving negative feedback. Hormones influence behavior: they make the person less efficient, which negatively affects concentration and the ability to take in new information. A negative comment regarding a person's behavior will, therefore, be forgotten more easily. A study by Naomi Eisenberger (Eisenberger, Naomi I (2011), "The pain of social disconnection", Nature Reviews Neuroscience) shows that negative feedback has the same effect on the brain as physical pain; it causes stress.

Whenever the feeling of threat is sparked, it's not easy to put it back to rest. It hinders people from being creative, from working together, and from making balanced decisions.

Over 90 percent of our behavior is controlled by our subconsciousness. Therefore, we are not able to consciously indicate the underlying reasons of our behavior. This causes a discrepancy between what we think, do and feel: what we say we will do, think or prefer does not coincide with what we actually do and prefer. When we, based on feedback, claim to start doing things differently, there is a big chance that we are not really going to do it. Thus, feedback does not bring about the aspired effect.

New neural connections

Complimenting people works differently. In "Scientific explanation to why people perform better after receiving a compliment" (2012), Japanese researcher Dr. Norihiro Sadato shows that the brain experiences complimenting as something positive. When a person is paid a compliment, his or her brain produces dopamine. As a result, that person will perform better. Giving compliments appears therefore to be the perfect way to encourage people to grow and learn new skills.

The idea that leaders should focus on strengths instead of weaknesses has been supported for quite some time now. American writer and researcher Tom Rath is one of the pioneers of this line of thought. Rath wrote several books and works as an advisor at management research institute Gallup. According to Rath and Gallup, a good leader knows their own qualities, makes sure that their team consists of people with the right qualities, and invests in the qualities of others. As a leader, one should focus on talents instead of what is not working as well. Extensive research by Gallup shows that the same applies to employees: if you focus on the qualities of an employee, he or she will be much more engaged in the organization and will do a better job ("StrengthsFinder 2.0", by Rath & Tom, 2007).

George Kohlrieser, clinical psychologist and professor at the IMD Business School, expressed the same as follows: "The central thought is that people need a safe basis in order to eliminate the defensive nature of the brain. This enables us to be inspired by chances and opportunities, instead of being guided by fear and thread."

Inadequate 360-degree feedback tools

Positive psychology is gaining ground. Although it is applauded for in theory, the emphasis often still remains on weaknesses instead of qualities. This is due to the fact that the instrument is not yet adjusted to recent studies that prove the importance of positive psychology, causing organizations to fall back into old-fashioned feedback interventions.

This triggered us to think about new 360-degree feedback instrument with which the qualities of people are emphasised. First, we had to determine which qualities are relevant to good managers and leaders.

Phase 2. Literature review

The feedforward qualities and the three feedforward pillars were developed by means of a research project that consisted of two phases for determining key qualities of managers and leaders from High Performance Teams and Organizations. The project included an extensive literature review.

The literature review included the collection of available studies on excellent managers and leaders. The criteria that were applied were:

1. The study is specifically designed to determine management and leadership qualities within High Performance Teams and Organizations or best practices.
2. In order for the results to be generalized, the study has to include a questionnaire that is completed by a sufficient amount of respondents or comprehensive case studies from various organizations. The results should not be based on a single organization.
3. The study makes use of triangulation; applying more than one research method.
4. The study covers comprehensive documentation including a description and justification of the selected research methods, the research approach, and selection of the research population as well as a detailed description of the analysis and identifiable results and conclusions. Through that, the quality of the study can be assessed.

The literature review covered 112 studies that met one or more of the mentioned criteria. These studies formed the basis for determining potential management and leadership qualities within High Performance Teams and Organizations. Subsequently, these qualities formed the basis for the questionnaire that was applied in Phase 2. The studies were ranked according to thoroughness of research, ranging from 'fully scientific' to 'based on my own experience'. The process of determining the qualities consisted of the following steps. Firstly, those qualities that were indicated as highly important to excellent leaders and managers by the researchers were selected. Secondly, these qualities were placed in a matrix. Not all authors use the exact same terms, which is why first similar elements were looked for in the studies which were subsequently translated into overarching categories. These categories were then translated into three feedforward pillars. A matrix was put together for each factor with its corresponding qualities. Ultimately, 48 qualities were found.

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The validity of this report is in line with NIP guidelines for up to two years, because people can change over time.

This automated report gives a description of qualities which result from the selection of qualities given by the respondents. The subjective nature of assessments should be taken into account in the interpretation of the data. Direction Europe BV can not accept any responsibility for the accuracy of the results and descriptions.

In the interpretation of this report, the properties of the feedforward analysis™ should be taken into account. Using the accompanying software is only permitted to persons who in the opinion of Direction Europe BV (owner of the feedforward analysis™) demonstrate the right expertise. Direction Europe BV is not liable for the consequences of improper use of this report, this responsibility lies with the organization that makes the report available to the candidate. This report has been automatically generated.

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