

# John Smith's Individual Development Assessment (IDA) Report

April 12, 2011



Measuring and managing your contribution  
to the “Fifth-Force,” Social Context

## Assessment Participation Summary

11 Completed

abc1@abc.com  
abc2@abc.com  
abc3@abc.com  
abc4@abc.com  
abc5@abc.com  
abc6@abc.com  
abc7@abc.com  
abc8@abc.com  
abc9@abc.com  
abc10@abc.com  
abc11@abc.com

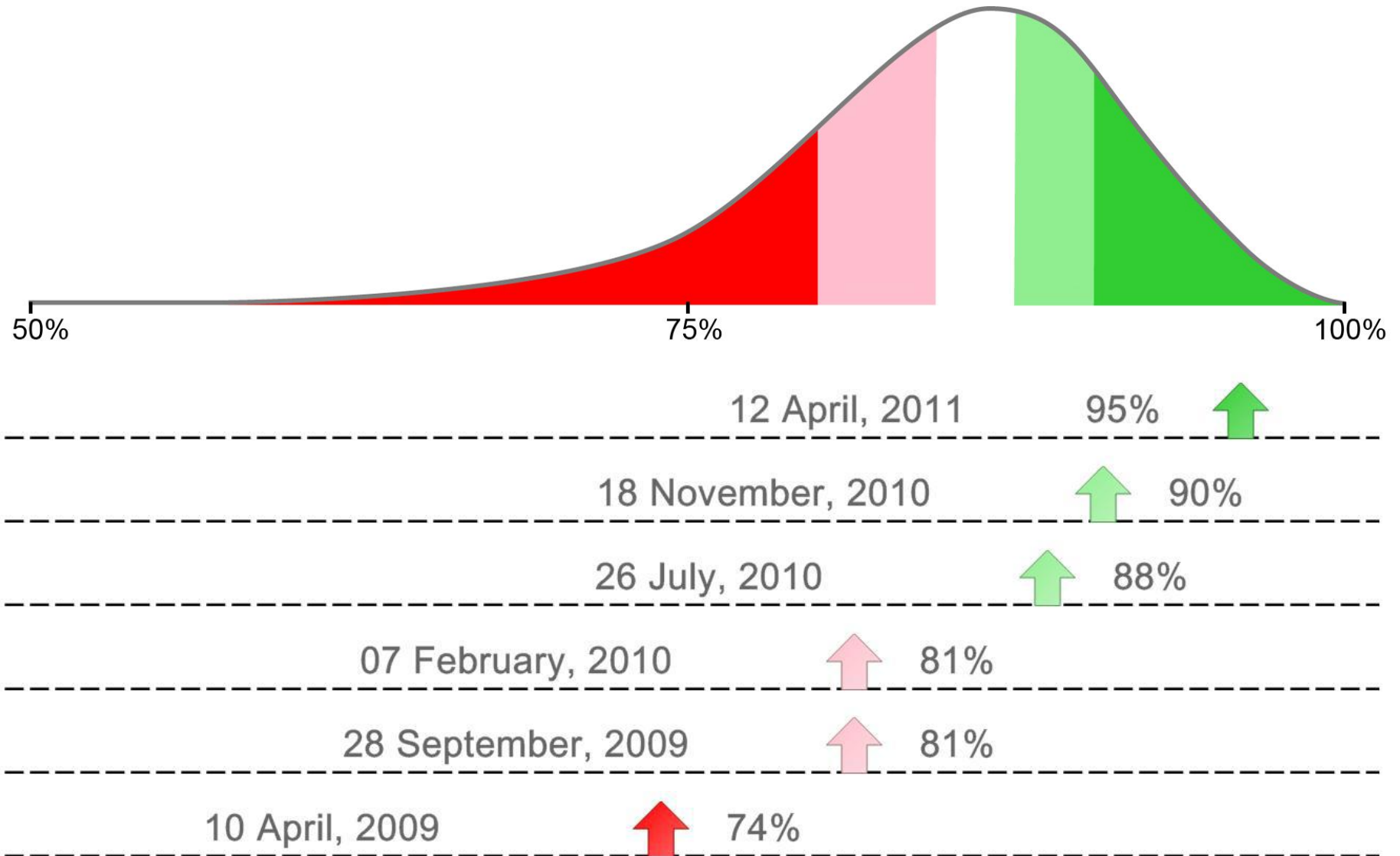
1 Not Completed

abc12@abc.com

0 Opted Out

**Note:** The assessment informed participants that reports display all 'opt out' reasons

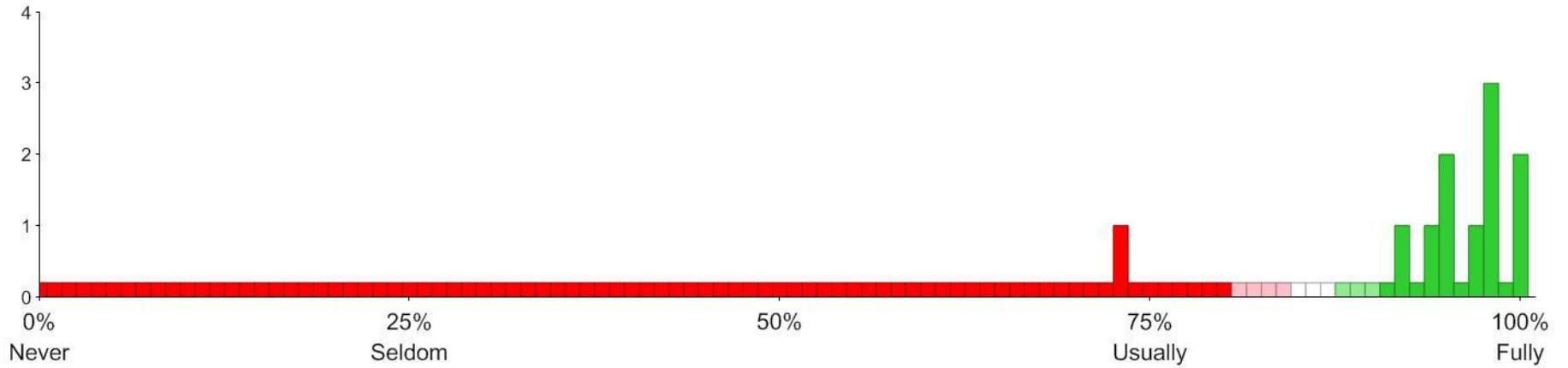
# Individual Score and Benchmarking Scale



Note: The display includes past assessment data

# Each Participant's Perception

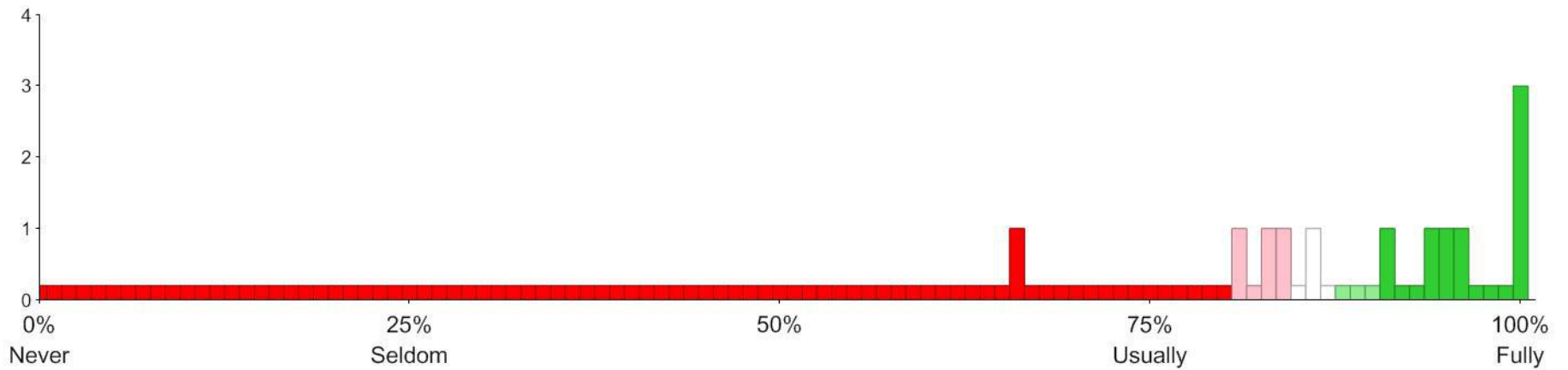
4/12/2011



Average Response 95%



11/18/2010

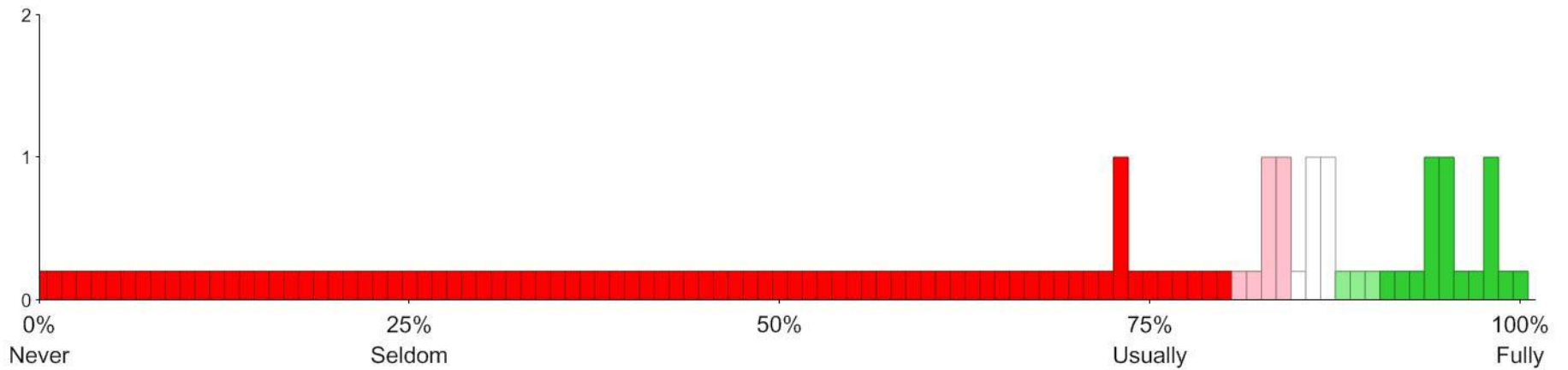


Average Response 90%



# Each Participant's Perception

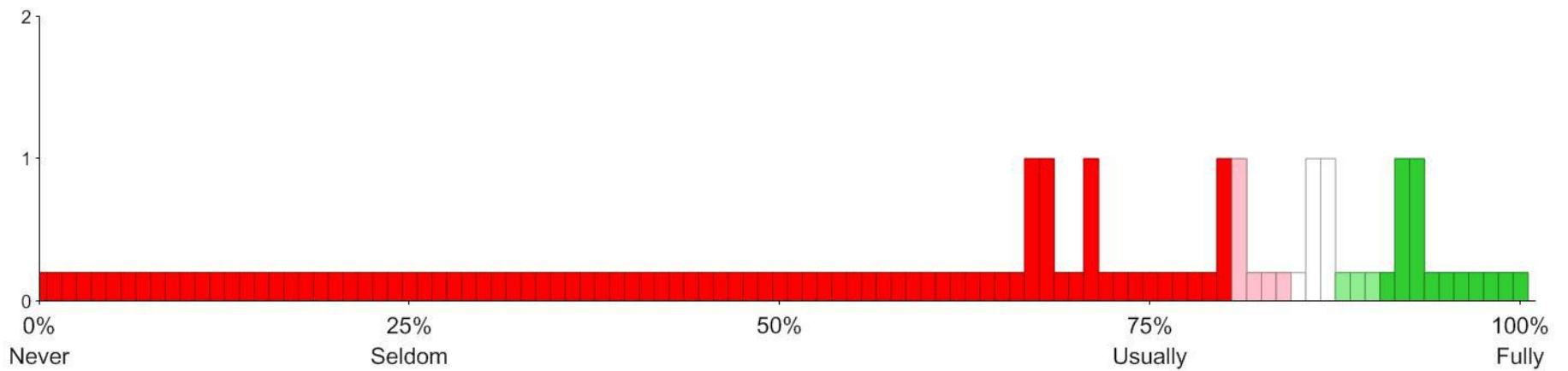
7/26/2010



Average Response 88%



2/7/2010

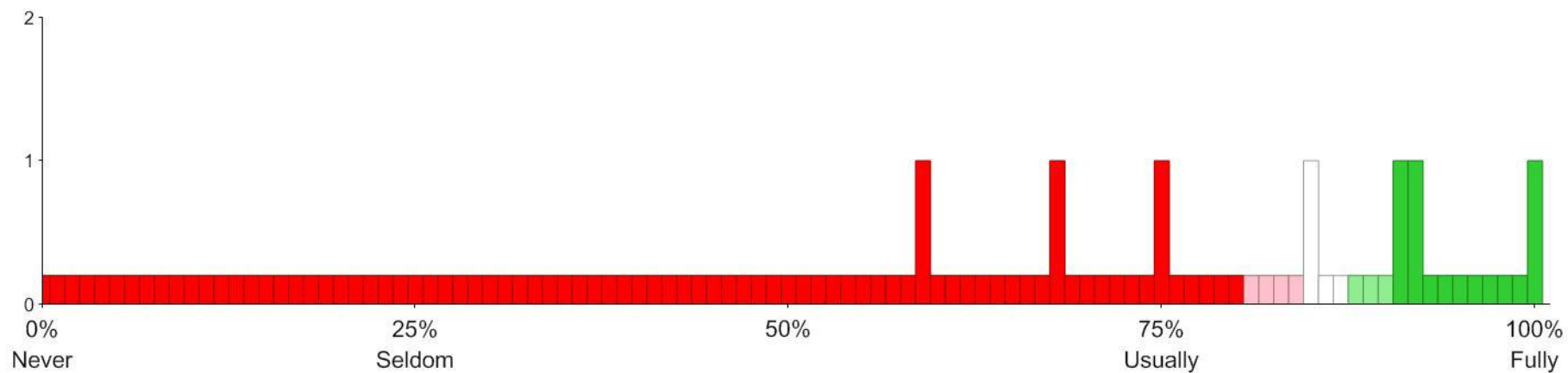


Average Response 81%



# Each Participant's Perception

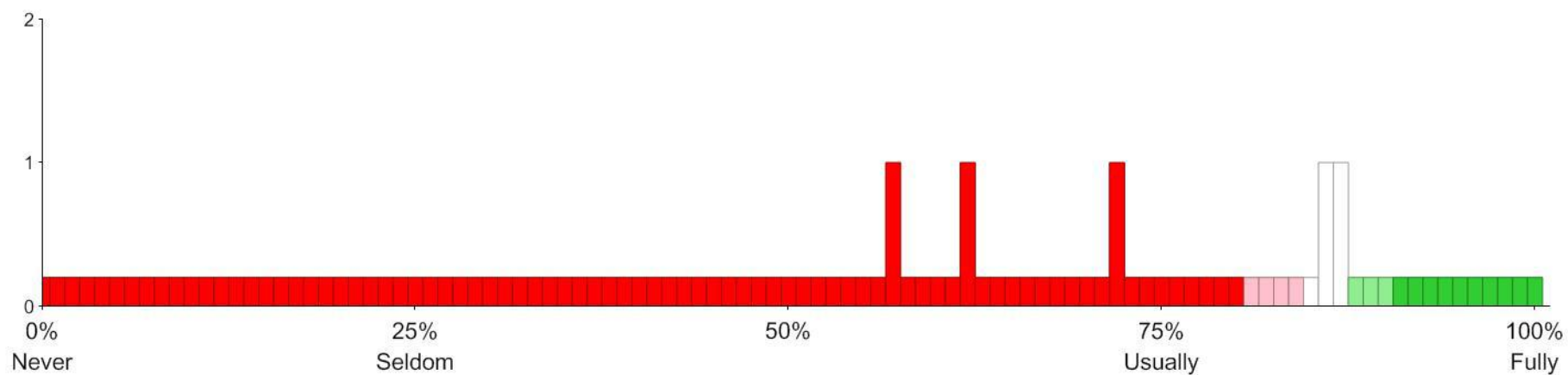
9/28/2009



Average Response 81%



4/10/2009



Average Response 74%



# Relative Ranking of Behaviors



Relatively low scoring behaviors are candidates for action items

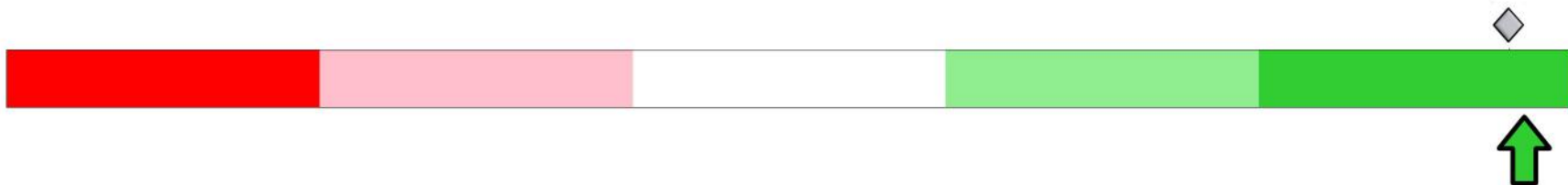
Note: We now display the quintiles as equal length rather than linear with score.

## 1. Expressing Authentic Appreciation

One good reason to make “Expressing Authentic Appreciation” habitual is that it is quite enjoyable. Why not treat yourself to good feelings when it is so easy? Moreover, your habitual expressions of appreciation create a team (and family) context of mutual respect. People are easier to work with, and perform more efficiently in this context.

Individuals can meet the *standard* by appreciating others  
Habitually, Authentically, Promptly, Proportionally and Specifically.  
(We call this “HAPPS” appreciation.)

↑ This Behavior      ◆ Average of all Behaviors



- "Expressing appreciation has become relatively natural for John and supports good quality teamwork. He has become adept at shifting others to this attitude and action."
- "A model that matches the best I have experienced in my career. "
- "At a level that does not require attention and provides net energy to the team. "
- "Generally at a level that is supportive of the team, and can slip under intense pressure. "

### Actions/Exercises

1. Decide now to live in the mindset of gratitude. People are often concerned that others might not experience their expressions of appreciation as authentic. If you first experience appreciation, then express what you experienced, you are sure to be fully authentic. Choosing to live in gratitude will provide this experience.
2. Then use, “Where attention goes, power flows.” Write down what you are grateful for in your work, family and life. Then, put what you are grateful for on your nightstand and meditate on it before you go to sleep.

[Continued on the next page.](#)



## 1. Expressing Authentic Appreciation

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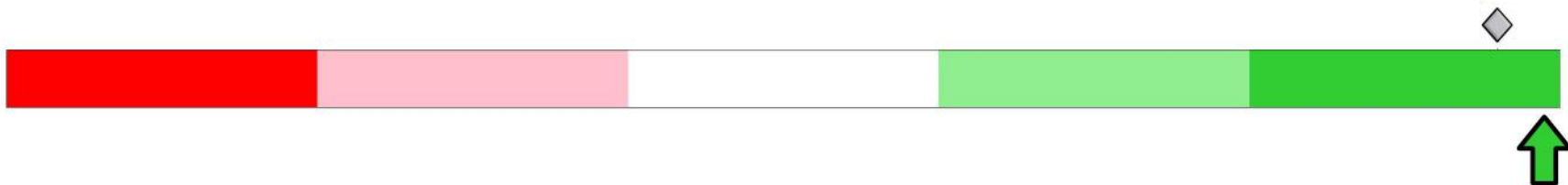
3. Look for opportunities to express appreciation for people you work with and live with. If you live in gratitude, opportunities will surely appear. Then, notice how good expressing appreciation makes you feel. This provides your motivation to continue.

## 2. Addressing Shared Interests

If we could place one saying on every desk it might be, "People do things for their reasons not ours." When you address interests you share with others, you make the reasons the same. Your payoff is improved relationships at work and in your family. It is usual in the workplace for conflict to develop across organizational interfaces. You can reduce this conflict making the Shared Interests inquiry, "What do they want that I can want for them also?"

Individuals can meet the *standard* by addressing the interests they share with others, especially when conflict inhibits performance.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

Our three-day workshops include a Shared Interests exercise (PowerPoint slides are at [www.NASATEAMBUILDING.COM](http://www.NASATEAMBUILDING.COM)) that powerfully reduces cross-organizational conflict. We suggest you:

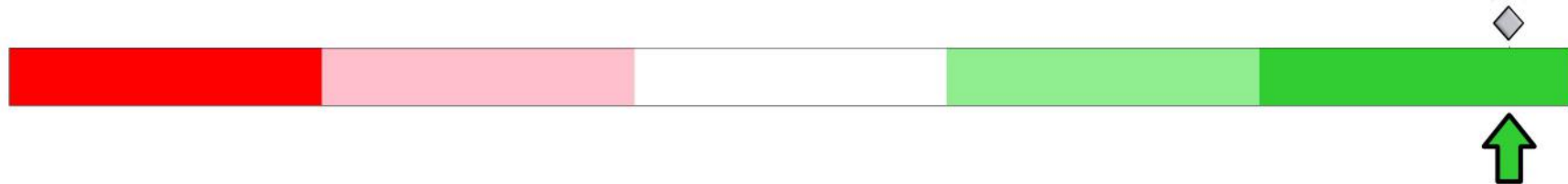
1. Ask your 4-D Network Provider to conduct the (about 2 hours) Shared Interests exercise; or
2. Read the "Shared Interests" chapter in How NASA Builds Teams, then download and study the relevant slides and perform the exercise for your team(s).
3. Then, we suggest that you conduct the same exercise with your family to enhance harmony and communications.

### 3. Appropriately Including Others

If you fail to provide people the information, power, or rewards they believe they are entitled to, they may feel excluded. Then, they likely become angry, even if this was not intentional on your part. Then, they may “act-out” their anger at you, or your teammates, making work unpleasant and reducing productivity. In contrast, over-inclusion, as in inviting people to nonessential meetings or sending unnecessary e-mails wastes peoples’ time. Moreover, it may suggest that productivity is not important to you.

Individuals can meet the *standard* by appropriately sharing power, information, and recognition, and avoiding wasteful over-inclusions.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

#### Actions/Exercises

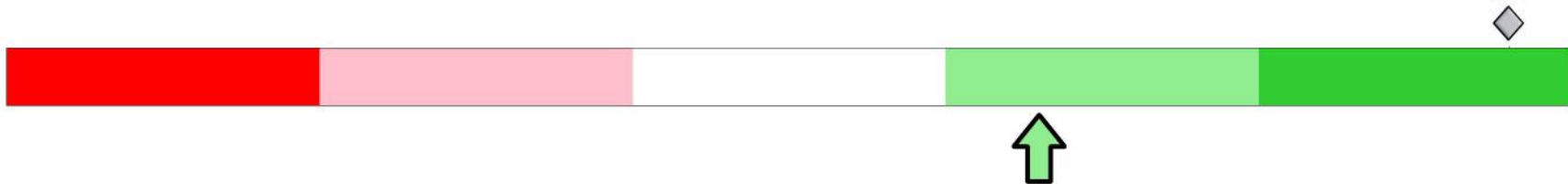
1. Select one of your under-inclusions that may trouble your colleagues, and improve it. Do you adequately disseminate important information to others? Do you adequately delegate authority to others, so they can perform optimally? Do you thoughtfully include others in rewards, including your appreciation?
2. Then, select one of your over-inclusions that waste your colleagues’ time and improve it. Do you over-invite people to meetings, when circulating meeting records with brief notes and action items after would suffice? Do you send long e-mails when you could place the essence of your message in the subject line? Do you over-use "reply-all" in e-mails, needlessly stuffing your colleagues' in-box?

## 4. Keeping All Agreements

It is essential to your success that others perceive you and your teammates as fully trustworthy. One very simple behavior demonstrates your integrity and trustworthiness to others – how rigorously you keep all your agreements.

Individuals can meet the *standard* by only entering agreements they can keep, then rigorously keeping these agreements, while renegotiating problematic agreements before they break them.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

1. Decide now that you will live in integrity, rigorously keeping all your agreements. When you make this “mindset-shift” you increasingly notice when you are entering agreements, and be more careful to only enter those you can keep.
2. Pick an agreement that you find difficult to keep, for example, arriving on time for meetings to improve. (Of course, remove structural lateness, scheduling your meetings with perhaps 15 free minutes between them.)

## 5. Expressing Reality-based Optimism

It is very natural for people to ignore unpleasant realities. Confronting unpleasant realities requires willingness and discipline. Unfortunately, the truth of such realities is the foundation for all creativity. Absent reality, useful creativity is unlikely.

Individuals can meet the *standard* by holding optimistic mind-sets, while fully embracing unpleasant realities, and then advocating appealing and credible future outcomes.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

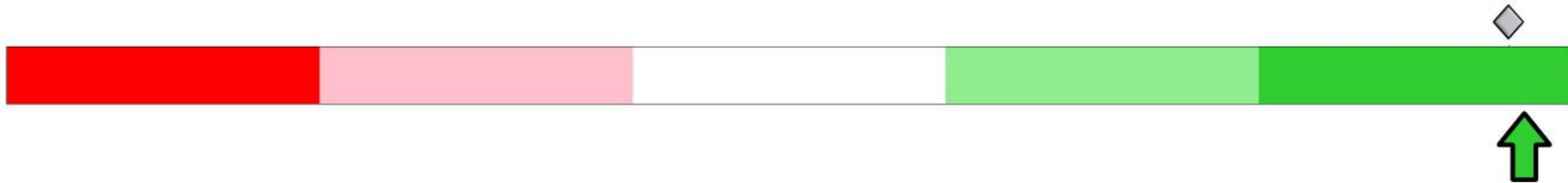
This is a "thought-experiment" that you might try (It worked for Intel's CEO, Andy Grove to save the company). One of the limits to creativity is distancing yourself from your past actions. If you have a work issue, try imagining that you have been fired because you did not creatively address the problem. Then imagine that you are the person hired to replace you. With the freedom of release from your past, acknowledge the uncomfortable reality and create the previously invisible solution.

## 6. Being Outcome Committed

Identifying the Outcomes that you care most deeply about allows you to focus your energy on what really matters to you. Moreover, 100% Commitment alters your perception, “magically” revealing the means to realizing the Outcome.

Individuals can meet the *standard* by demonstrating 100% commitment to realizing their essential Outcomes.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

This behavior is rooted in deep introspection. You are examining nothing less than the meaning and purposes of your life. Write responses to the following:

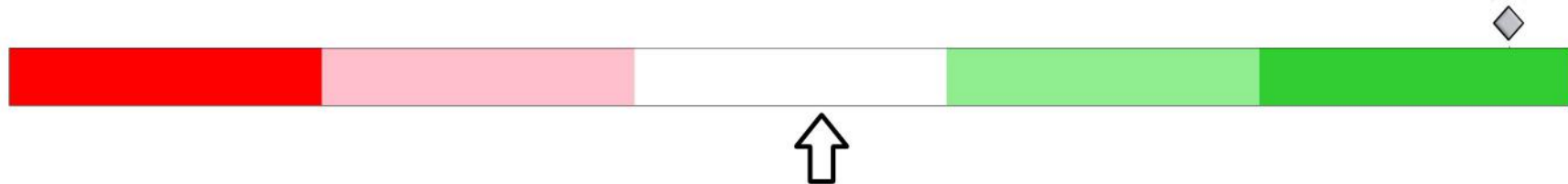
1. What Outcomes you care most deeply about for your family, work and life?
2. How much Commitment (focus and passion) do you bring to each of these Outcomes?
3. What would you like to have as the highlight of your obituary?

## 7. Resisting Blaming or Complaining

Many of us have habits of blaming or complaining, originating from a time of true helplessness, childhood. These are dangerous habits. Blaming can take you into the “drama state” of “Blamer.” The Blamer’s assignment of responsibility for the “mess” is both certain and wrong. Thus, they are unable to address the real cause of their difficulty. Complaining can take you into “Victim” state. The Victim concludes that the situation is hopeless, and chooses helplessness, abandoning their ability to take action. Finally, these drama states feel lousy.

Individuals can meet the *standard* by avoiding blaming or complaining, and being intolerant of blaming or complaining by others.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

1. Your first step is to see if you can use “feeling lousy” to detect your drama states, particularly the Blamer and Victim, and then exit them.
2. If these drama states are life-long habits, you may be unable to notice them. They are, of course, obvious to others. Therefore, if you want to reduce your susceptibility to drama, ask a colleague (or several of your teammates) to support you by (gently) noticing and naming your drama states as they arise.
3. Our coaches have track-records of great success rectifying this behavior. If you have access to a (certified) coach, engage with them.

## 8. Clarifying Roles, Accountability and Authority

As we worked with teams over the years, helping them clarify their RAAs, an important finding emerged. Accountability trumps everything. If you and others are not clear about the results you are Accountable to produce, any success you realize is pure chance. This is not OK.

Individuals can meet the *standard* by defining and communicating their RAAs to the people who need to understand and/or approve them.

↑ This Behavior      ◆ Average of all Behaviors



- No assessor comments were submitted for this behavior.

### Actions/Exercises

This is one of the easier behaviors to improve/master.

1. Download the Workshop Workbook from [www.NASAteambuilding.com](http://www.NASAteambuilding.com) and print the “RAA worksheet” at the end.
2. Fill out the worksheet, then
3. Discuss your RAAs with your supervisor, obtaining his or her approval. You will likely see a significantly higher score for this behavior in your next reassessment.



### "What attributes of John do you most admire?"

- "He is open, transparent, and very trustworthy. He looks out for others and has genuine interest and compassion for others. He wants to see others grow. And he is humble. "
- "He's a team builder. He pulls people together and allows free discussion. He's also decisive, while being open to opinion. "
- "Enthusiasm, responsiveness, experience, realism "
- "Approachability, willingness to listen, treats people as equals. "
- "John is smart but humble. I think he is a "people person" and strives to be inclusive and to make people comfortable in all situations. "
- "Hard work, honesty, straight forward approach to problem solving "
- "He's a cheerful guy and is a straight shooter. He doesn't spin answers he gives you, when work related. "
- "Competent, easy going, for the most part inclusive. Willing to listen "
- "John is honest, hard working, and most of all does things for the right reasons and for the good of the organization and the people he works with. He is not someone who is "in it for me." He is very dedicated and he is also up front with the staff. You know that what he tells you is what he believes. He does not play games. "
- "Commitment to positive change "
- "John has great technical depth. He is very transparent and wants people to speak their mind. He also gets mad when he needs to. Great guy to work for."

### Actions/Exercises

These comments are an excellent source of self-appreciation material. Edit the comments to improve the grammar and consistency. You might place this document in an upper desk drawer. Then, read it to enhance your "glad-group" emotions, energizing you during difficult times.

### "How could John be more effective?"

- "Attention to details in executing strategic plans; effectively utilizing and including his support staff "
- "Deliberate more (but not too much more) before making decisions. Be less tactical and more strategic. "
- "Work with the team to see if a solution is possible given the current constraints. He is doing this but he needs to keep working and showing the team that there might be a high risk solution available. "
- "Needs to more effectively communicate when he will or will not participate in an activity i.e. meeting. If he's sent an email, there's usually a good reason, so a quick reply / acknowledgement would be helpful, even if the acknowledgement is that this is not a topic he plans to weigh in on. That way someone isn't waiting on a response that may never come. "
- "I don't know that John could be more effective, because I think he is totally effective in his job. "
- "On occasion, John dives in to preaching. It "flares up" when he gets angry about a topic. In most instances, the preach doesn't add value to the conversation. He could convey his opinion or position without the need to drive it in through his preaching. "
- "When starting an effort and asking someone to help resolve an issue, slip out of your shoes into others. Ask the questions: What do you think they know? How can I get them up to speed? What pitfalls do they need to understand to be successful?"

### Actions/Exercises

These comments provide an excellent source of effectiveness-enhancing action items. One reason these action items are so potent is that they are customized for you.

You might find it useful to select both action items you can complete by yourself, and requests that you will make of others. Note: An action-item has three components: a designated responsible individual; a statement of work; and a due-date.

## Now, Take Action

- Select one or two behaviors for special attention
- Read and discuss the appropriate chapters in *How NASA Builds Teams*, and discuss findings with your colleagues
- Schedule your next Individual Development Assessment (IDA)
- Suggest a 5 to 10 minute discussion of one of the eight behaviors to the start of each (weekly) staff meeting
- Finally, you might want to talk with your teammates about scheduling a three-day workshop (or behavior-specific sub-modules) with your 4-D Network Provider

These action items enhance your leadership effectiveness.

“Where attention goes, power flows.”