

Finally, Module 17. We have moved through a tremendous amount of leadership material.

So, how do we know if we are being the leaders ALDOT and our employees need?

Feedback.

Module 17 examines how to be evaluated by peers, employees, and stakeholders. After all, the future of ALDOT is at stake!



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Module 17

Leadership Effectiveness Evaluation

Objectives

- Identify the need for evaluating leadership effectiveness.
- Understand the purpose of evaluating leadership techniques.
- Recognize the benefits of evaluation.
- Utilize methods for personal evaluation.

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What keeps most ALDOT leaders from objectively evaluating their leadership effectiveness?



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Why Leaders Resist Evaluation

Humans resist and resent criticism.

- Withdraw (snails)
- Attack (bears)
- Blame others (whiners)
- Use evaluation to measure ability to influence others (leaders)

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Why Leaders Resist Evaluation

- **Fragile egos**
Lack of self-confidence, often driven by insecurity and low self-esteem, is a major barrier to honest and objective assessment of leadership effectiveness.
- **Excessive pride**
At times, some supervisors actually think they are “great” as they are and do not need to change or become more effective. This attitude is indicative of people with exaggerated pride.

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Why Leaders Resist Evaluation

- **Apathy**
Especially in situations where people have been in positions of authority for a long time, they may not see the need for evaluation.

Here are some familiar excuses:

“I am about to retire in a few years.”

“It won’t make a difference because I am not going to change.”

“It is not about what employees need. They just need to focus on work.”

“This is a waste of time anyway.”

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Why Leaders Resist Evaluation

- ***Distrust***

Some supervisors do not trust the use of the feedback. They wonder: Will management use it to “come down on me” unfairly? Will employees use the feedback assessment to “get back at me”?

These are reasons for an organization to take care when creating and implementing feedback tools.

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Why Leaders Resist Evaluation

- ***Disbelief***

Assessment tools are not always chosen with professional input. When receiving feedback, some leaders believe the input is based more on personality than performance. Supervisors may be viewed as less effective because they are introverts or are more reflective than gregarious. Supervisors being measured may believe there is a lack of context for the comments or ratings from others. Of course, the right assessment tool ensures that these reactions do not occur.

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Thoughts on Why Evaluations Are Needed

- Selection of future leaders
- Coping with constant change
- True picture of self



*Leadership is a gift. It's given by those who follow.
You have to be worthy of it.*
General Mark Welsh

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Benefits of Evaluation

By now, it should be clear that an evaluation of leadership effectiveness is needed for multiple reasons.

- An evaluation identifies strong and weak points, allowing leaders to grow confident by concentrating on and fixing their weaknesses while enhancing their strengths.
- Without evaluation, leaders do not realize whether their favorite characteristics and skills are strong or weak. This leads to a blend of weak/strong decisions and actions that limit their effectiveness in steering an organization.

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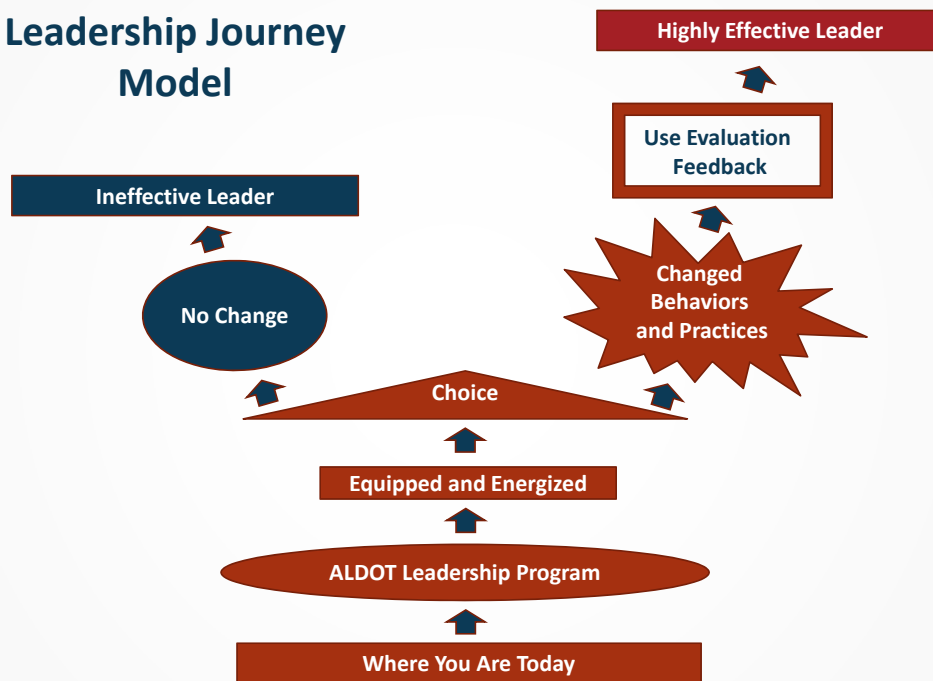
Benefits of Evaluation

By now, it should be clear that an evaluation of leadership effectiveness is needed for multiple reasons.

- On a personal level, leaders have a natural desire to be respected, valued, and admired by those they serve.
- Sometimes they know they have weaknesses but have no way to know what the weaknesses are or how limiting they might be.
- They need to identify the changes in habits, behaviors, and actions that will cause others to view them as credible and trustworthy leaders.

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Leadership Journey Model



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Improve your leadership effectiveness: **Develop your own (long-term) Leadership Effectiveness Plan.**

Step 1: Determine reality.

- A measurement tool is needed so that all feedback is in a similar format and addresses the same issues.
- A sample leadership evaluation questionnaire can be patterned around the key leadership characteristics and the core management practices in this organization.
- Provide the questionnaire to your superior, 5 peers, 5 employees, and 5 stakeholders (if possible).

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Improve your leadership effectiveness: **Develop your own (long-term) Leadership Effectiveness Plan.**

Step 2: Determine the gaps.

- Have someone neutral compile the information from the various individuals who answered the evaluation.
- Assess your strengths and weaknesses by reviewing the summarized results of the objective feedback.
- Traits, characteristics, and core practices with the highest scores are strengths, so you can exercise them confidently and frequently.
- Lower scores indicate leadership gaps, suggesting a need to seek improvement in the form of training, mentoring, and coaching from a highly-effective leader.

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Improve your leadership effectiveness: **Develop your own (long-term) Leadership Effectiveness Plan.**

Step 3: Develop a personal Growth Action Plan.

- Sit down with your supervisor to discuss a personal Growth Action Plan.
- This Plan can be prepared from the objective data collected in the leadership effectiveness evaluation.
- Set goals to fully utilize your strengths.
- Set goals to overcome gaps in areas of weakness.
- Set up checkpoints to help you determine your progress.

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360-degree Feedback Evaluation Tool

- Multi-level feedback
- Better understanding of strengths and weaknesses
- Two main uses:
 - Developmental tool
 - Performance appraisal tool



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Two Keys to Success

- Develop self confidence.
 - Insecurity
 - Personal ego
- Create desire for and commitment to excellence

“Poor to good, good to great,
great to excellence, excellence to perfection.”

--Randy Estes

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Potential Evaluation Pitfalls

- Not aligned with organization’s vision, mission, and strategies
- Lack of senior level support
- Lack of communication
- Ineffective/improper questions
- Poor planning of the process
- Designed/conducted by inexperienced evaluator
- Fear/lack of trust (Consider a third party.)
- Ineffective delivery of feedback
- Not using results/not following up

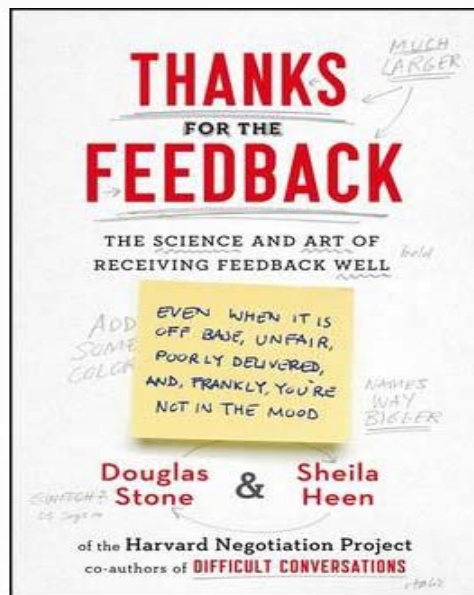
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360-degree Feedback Can Be Demanding



But it is the
breakfast of champions!

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Leadership Toolbox

- General 360-Degree Feedback Instructions
- Leader Self-Assessment for 360-Degree Feedback
- Leader Assessment by others for 360-Degree Feedback

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Final Thought

Leadership and learning are indispensable to each other.

John F. Kennedy