

Comparing Leadership Risk Factor Results to 360° Feedback

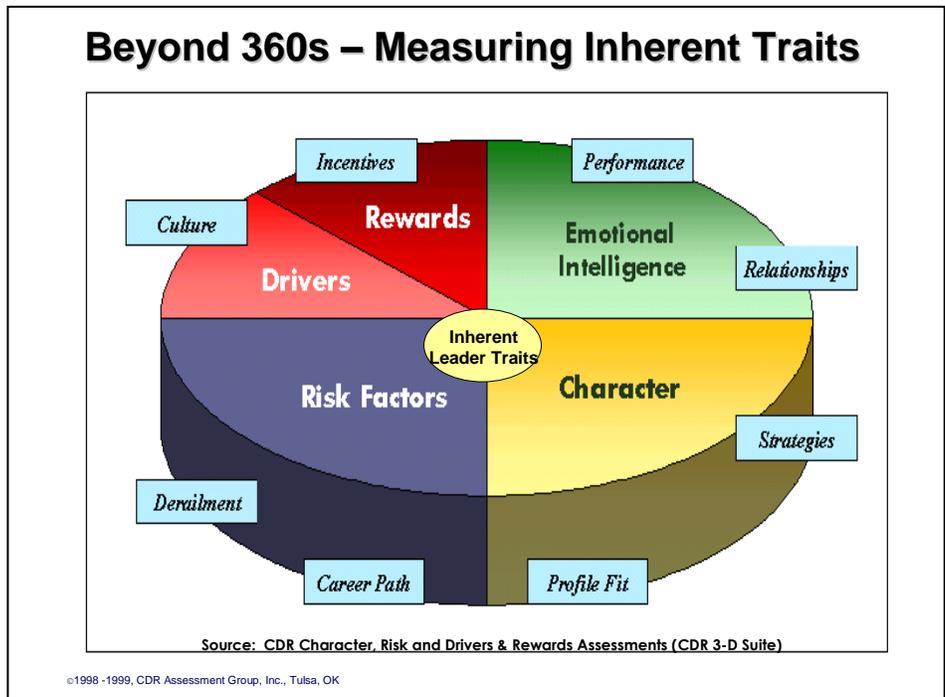
By: Nancy E. Parsons, President
CDR Assessment Group, Inc.

Introduction

There are eleven inherent personality-based risk factors that erode leadership performance. Most of the time, these risks go unidentified and are misunderstood by organizations. However, these personality-based risk factors provide essential insights into leader behavior by yielding reliable root cause data that is not measured by contemporary 360 feedback instruments. These well-established inherent risk factors, that can derail even the most promising careers, explain the gaps between intent and impact.

Learning Outcome Objectives:

1. Orientation to inherent personality-based risks and to the fact that everyone has some level of these predispositions as part of “normal” personality,
2. Learn how risk factors impact leadership performance success,
3. Experience giving critical thought to developmental coaching tactics and feedback techniques for managing risk factors more productively, and to
4. Gain an understanding that 360 data reveals only part of the story behind performance behaviors and results.



Why?

Risk Factors for Derailment



Understand
Recognize
Develop Strategies
Manage

Minimize **Open Dialogue**
Support **Neutralize**

Why Measure Inherent Risk Factors?

Accurate measurement of inherent personality-based risk factors pinpoints specific behavioral tendencies that are part of normal personality. These non-productive tendencies routinely trigger ineffective behaviors. Generally, this occurs without conscious forethought or deliberate intent. These behaviors are part of a person’s natural responses under certain circumstances or stimuli such as when:

- stress is high,
- facing conflict or adversity,
- one is struggling with a “bad-fit” job role situation,
- relationships and/or communications are strained or uncomfortable, or
- simply when the “honeymoon” is over on the job.

These risk factors may be described as one’s *ineffective coping strategies* and tend to occur more frequently when a person feels pressured or under the gun. They become ingrained in one’s behavioral responses and are developed as coping strategies from early childhood through early adulthood. Another way to explain risk emergence is through understanding how we responded or acted out when things didn’t go our way. Some of us sought more affection, others found ways to fight or become defensive, yet others tended to hide or move away from negative or (perceived) fearful situations.

Since these risk factors are part of one’s inherent personality characteristics, they cannot be merely wished away or trained away. However, the value of measuring and identifying one’s risk factors is that they can be:

- managed more productively,
- neutralized or offset by leveraging positive traits,
- minimized by acquiring improved skill sets to reduce their impact or frequency
- lessened by placing people in best-fit roles to reduce conflict and unnecessary high stress
- recognizable and discussable tendencies where team members can offer candid support to each other when they appear

CDR Risk Factor Scale Definitions & Behavioral Examples:

Each of the risk factors described below (excerpted from the copyrighted CDR Leadership Risk Assessment, ©1998) features a definition and example of actual behaviors by leaders with the respective risk.

False Advocate - This scale represents behaviors that are passively detrimental-they are not always obvious to those who are being acted out against-but serve to undermine agendas, go against the status quo, or put up barriers to success. Leaders with high scores appear outwardly supportive and on-board while sabotaging effectiveness through defiance, resentment, procrastination and resistance. *Examples: Blaming others for failure to perform; saying one thing and doing another; providing confidential information to competitors; and, not living up to commitments.*

Worrier - This scale represents an unwillingness to make decisions due to fear of failure or criticism. Worriers impede progress, over-study, over-review and slow down performance. Worriers are not decisive, seem to lack courage, and fail to adapt promptly to changing demands. *Examples: Stonewalling decisions; having associates perform unnecessary non-value added tasks just to appease personal comfort level; and, being slow to act and risk averse.*

Cynic - This scale describes those who are skeptical, mistrustful, pessimistic, always looking for problems, constantly questioning decisions and ideas, and who resist innovation. Cynics lack a forward thinking and inspirational approach; may lack objectivity in decision-making and are poor at adapting to changing business needs. *Examples: Resisting innovation with statements like: "We have always done it this way... or, it'll never work..."; communicating doubt and pessimism about the business future or projects; and, not showing trust in others to perform independently.*

Rule Breaker - This scale depicts those who ignore rules, test the limits, do what feels good, jeopardize company resources, and who do not think through the consequences of their behavior or decisions. *Examples: Failure to comply with safety rules; spending more funds than expenditure authority may permit; and, skinny-dipping at a company-sponsored function.*

Perfectionist - This scale describes leaders that micro-manage, cling to details, have a high need to control, set unreasonably high standards, have difficulty setting priorities, and struggle with relating to the big strategic picture. *Examples: Keeping control by monitoring process details unnecessarily; requiring too many updates from associates on work progress; and, nitpicking errors instead of welcoming new concepts, ideas, or solutions.*

Egotist - This scale reveals the leader who: is self-centered, has a sense of entitlement, takes credit for others' accomplishments, is viewed as a hard-nosed competitor, has a sense of superiority, and expects to be looked up to. *Examples: Putting personal agenda ahead of the needs team; refusing to admit mistakes or pay attention to feedback; and, behaving like a dictator or as a pompous member of royalty.*

Pleaser - This scale describes those who depend on others for feedback and approval, are eager to please the boss, avoid making decisions alone, are unwilling to challenge the status quo, refuse to rock the boat or go to bat for the troops, and may help others while letting their own accountabilities flounder. *Examples: Acting as an order taker who needs to be told what to do; failure to defend their team's position; and focusing more on the relationship with the boss than with associates or peers.*

Hyper-Moody - This scale typifies those with unpredictable emotional swings, moodiness, volatility, potentially explosive outbursts, and vacillation of focus or interest in projects and people. Hyper-Moody leaders may hurt their credibility by their inconsistent moods and actions. *Examples: Showing a roller-*

coaster of emotions when pressed with changing priorities; yelling one minute then charming someone the next; and, creating a tenuous environment where associates have no idea what temperament to expect next.

Detached - This scale pertains to a tendency to: withdraw, fade away, fail to communicate, avoid confrontation, be aloof, tune others out, and be reticent about interfacing with people. *Examples: Not speaking up at meetings (with a tendency to fade into the wallpaper); maintaining minimal or distant relationships with associates; and, reluctance to become involved in-group dynamics.*

Upstager - This scale describes leaders with an excessive need to be around others, to be dramatic and histrionic, to dominate meetings and air time, to constantly sell a personal vision and viewpoint, and to demonstrate an inability to go with the tide. *Examples: Missing social cues, pushing too hard on the wrong people, and not letting others take center stage.*

Eccentric - This scale depicts those who are quite unusual in their thinking and behaving, creative, perhaps whimsical, or even weird or peculiar in some ways. *Examples: Dressing or behaving in non-conforming ways; alienating customers by their bizarre or off-the-wall remarks; and, making statements from "left field." (Actual comments from high scorers, "I can feel my molecules moving" and "We are looking for a house where there are trees and birds and where we can hear the earth breathe.")*

How Risk Factors Fit into “Coping Strategy” Clusters

<i>Hyper-Moody</i> <i>Cynic</i> <i>Worrier</i> <i>Detached</i> <i>False Advocate</i>	Moving Away from People
<i>Egotist</i> <i>Rule Breaker</i> <i>Upstager</i> <i>Eccentric</i>	Moving Against People
<i>Perfectionist</i> <i>Pleaser</i>	Moving Toward People

What About 360 Feedback?

Most leadership performance and development processes now include some type of 360-degree feedback instrument. These tools are important. However, 360s only tell part of the story. They describe **what** and **how** performance behaviors are observed – citing external perceptions from performance stakeholders. Frequently, feedback from 360s alone creates confusion or disconnects for the recipient. The difference between a leader’s intent and impact on others can be substantial.

The CDR 3-Dimensional Assessment Suite[®], especially the (CDR) Risk Assessment developmental feedback, goes beyond 360° feedback and **reveals the "whys" behind performance behaviors**. The CDR 3-D Suite cuts to the chase by identifying individual character traits, **inherent personality-based risks**, and motivational

needs that trigger performance behaviors. This helps leader feedback recipient to understand the root causes of their behaviors and why these behaviors manifest in the ways they do in various situations. The mysteries, gaps, and confusion created by 360 feedback are cleared up by the CDR 3-D Suite. Developmental paths are clearly revealed when an individual understands their own **inherent risks**, strengths, acumen, and motivational needs.

When equipped with the essential, robust, and accurate insights about one’s own inherent tendencies, leaders are able to focus on their strengths, understand and manage their risks more productively, and re-fortify relationships. Leaders can then concentrate on building a more positive and productive work environment, designing developmental action plans that are accurate and productive, and on honing in on those aspects of work they find most rewarding and fulfilling.

Comparing 360 Feedback & CDR Risk Factor Results...

External observations provided by 360s and other performance feedback instruments correlate to risk factor tendencies. In fact, the CDR Leadership Risk Assessment tool was validated on actual job performance measures.

360s provide important information because organizational perceptions are critical to success. However, this feedback still only provides a superficial view. For example, consider a leader who receives a “*needs improvement*” rating for “innovation”. Given this feedback, developmental plans may be made to send this leader to a “creativity” class or to participate in a “think tank” or the like. However, in digging into the (CDR) Risk Assessment results, there can be myriad of explanations (as shown on the following slide) that would make the prescribed creativity training the wrong course of action. Organizations waste vast amounts of time and money trying to develop performance capabilities in the wrong ways.

Specifically, attending a creativity class would not likely get to the core behavioral issue for a leader who has a high risk as an Egotist (*and who’s overall profile is low on “Interpersonal Sensitivity”*.) This leader would tend to hinder “innovative” contributions from the team because of tendencies to intimidate and drive fear into his or her staff. Also, an Egotist’s “know-it-all” approach and outwardly displayed sense superiority frequently results in turning off, or de-motivating staff, and in curtailing creative energy.

360 Feedback Observation:
“Innovation” *Needs Improvement*

W	<ul style="list-style-type: none">• Indecisive• Rigid	<ul style="list-style-type: none">• Motivation / Disinterested
H	<ul style="list-style-type: none">• Negative / Boo Leader	<ul style="list-style-type: none">• Mistrusts People• Intimidates Team
Y	<ul style="list-style-type: none">• Too Scattered• Too Cautious• Fearful	<ul style="list-style-type: none">• Detailed Focus• Lacks Ability / Aptitude

By measuring risk factors, we are able to determine the root cause behind reluctance or inability to innovate. Perhaps there is a high risk of “Worrier” where an individual has a fear of failure and over-processes or overworks all issues and decisions. Or, frequently, we find that leaders who are Cynics tend to shoot down or prevent ideas from being considered by virtue of their constant negativity, doubting, and nay saying. Through identifying these types of characteristics (and most people have a combination of risks) we can narrow the focus of development, action, and determine the most effective tactics to improve and minimize the risks from interfering with individual and team performance.

Below are examples of **actual** narrative feedback comments provide on the 360 Leader Scan™ to leaders who showed high risks on the (CDR) Risk Assessment:

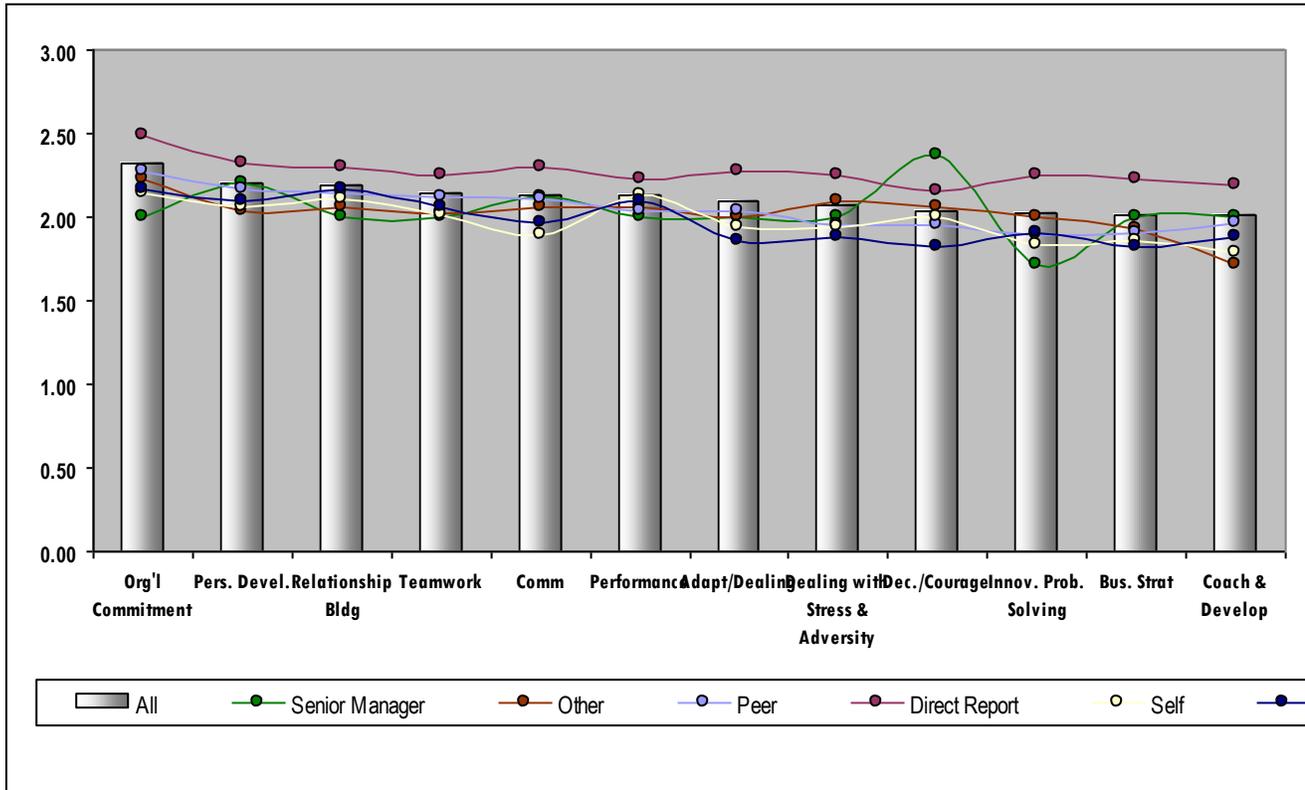
<u>CDR Risk Assessment Scales</u>	<u>360 Narrative Comment (Source 360 Leader Scan™)</u>
False Advocate	<ul style="list-style-type: none"> ▪ Does not appear to always be genuine. If there is a possibility for conflict based on feedback, he tends to avoid the direct interaction. ▪ What is distressing is when I get one reaction from him directly - then hear of a different one from somewhere else in the organization. ▪ Holds on very closely to information, which places him in a position of indispensability ▪ He made the new team member's life miserable and by secretly putting roadblocks in her path to success. ▪ I have been shocked at how poor her judgment is when it comes to exercising discretion in what she shares with employees about other employees. It even appears that she tries to pit employees against others to gain her allegiances and isolate those she doesn't like. ▪ Her effectiveness in the workplace is diminished because of her questionable judgment, motives, and pathological lying.
Worrier	<ul style="list-style-type: none"> ▪ Is driven to achieve and works very hard; unfortunately, he is not highly productive. ▪ Needs to work at resolving the problems faster ▪ Asks for too much info on all subjects ▪ Is very indecisive - changes his mind too much ▪ Not seen as change oriented or as challenging the status quo.... has very high standards...needs to anticipate issues in advance ▪ Consistent confidence level is an issue.... appears to others to be less than secure, is very capable and doesn't need to spend wasted energy being concerned about how abilities are being interpreted by others...
Cynic	<ul style="list-style-type: none"> ▪ Sometimes does not see “bright-side” for a while. ▪ Dwells on negatives ▪ Not seen as a nurturing agent for positive change yet. ▪ Smile more and mean it! ▪ Needs to have more confidence in others capabilities and allow them to take ownership ▪ Perceives problems - unfortunately not the real ones ▪ Stop going to the worst possible outcomes in her conclusions because of her own uncertainty
Rule Breaker	<ul style="list-style-type: none"> ▪ I do not have access to his expense records. He is seen as a person who puts seasonal sporting events above his relationship with the staff and his job. ▪ He's a serial plagiarist ▪ I have seen her do some rather impulsive things like sneaking into other people's confidential files ▪ He's had a number of people work under him over the years and most if not all have had trouble with him before leaving or asking to be reassigned. ▪ I don't think anyone under him has respect for him or his work
Perfectionist	<ul style="list-style-type: none"> ▪ He resists change. He's worked hard to get to where he is, and he doesn't want it to change. ▪ Needs to delegate more ▪ His plate is still too full. It would be to his advantage to not try to tackle so many assignments, and

	<p>to let them go completely once they're in someone else's hands.</p> <ul style="list-style-type: none"> ▪ Sets high performance standards ... but needs to forgive herself if she doesn't hit those standards 100% of the time. ▪ Micro manages. Does not know accounts as well as I do. Does not accept that some situations cannot be overcome. Does not offer a solution. Just complains about failure.
Egotist	<ul style="list-style-type: none"> ▪ Too often, people feel as though they are his "minions" doing the dirty work while he takes the credit. ▪ She tends to belittle the people that interact with her by appearing to be flawless in her execution of assignments and shifting blame when mistakes are made ▪ Takes credit for work done by an entire team of workers and does not acknowledge others for their extra effort. ▪ Admission of mistakes does not happen. ▪ Low level of self-awareness in terms of how his approach negatively impacts others ▪ Has a hard time working with others on the team as equals. She lets it be known that she has "arrived," while they still have a long way to go. ▪ Has a hard time managing people "underneath" her. Often demeans and is condescending. Doesn't show the proper respect to people around her. ▪ Demands rather than delegates
Pleaser	<ul style="list-style-type: none"> ▪ Seeks consensus with peers in decisions affecting work force. May be perceived as "asking permission" at times. ▪ He tends to keep his people appeased, sometimes at the expense of the ideal business decision. ▪ Not willing to "rock the boat". ▪ Needs to stand up and fight for what she thinks is right. Don't let others assume roles she should have. ▪ I have seen him totally clam up and not say one word when the VP was making inaccurate accusations.
Hyper-Moody	<ul style="list-style-type: none"> ▪ Temper flashes on from time to time. ▪ He needs to adopt a more consistent style ▪ Often does not gather all the facts before reacting. Explodes quickly. ▪ Does not deal well with stress. The stress is self-created by her unrealistic goals for herself and her lack of focus on the important/value adding issues. ▪ She needs to stay objective and not go to "bad places" emotionally.
Detached	<ul style="list-style-type: none"> ▪ She remains isolated in her own portfolio. ▪ He withdraws from the team when he senses problems. ▪ When things don't go well, he tends to internalize the issue. This makes it harder to respond positively because he withdraws. Lack of support from his boss aggravates the issue.
Upstager	<ul style="list-style-type: none"> ▪ Suggest politeness and manners; needs to avoid rude interruptions. ▪ He consistently talks over people at company meetings ▪ Takes calls during conversations. Interrupts when information is being given. ▪ She does not listen well, and it is hard to build any relationship with her. ▪ Is highly defensive and often loses a powerful message in his defensiveness.
Eccentric	<ul style="list-style-type: none"> ▪ Not very clear and invariably very confusing ▪ Has outstanding product knowledge but needs development in strategic planning and a better understanding of how her plans can ACTUALLY be implemented ▪ Is sometimes viewed as 'aloft' ▪ Due to high pressure often changes her mind. This can create confusion or mistrust. ▪ She would make decisions and stick to them (even if they are wrong in the long term) ▪ Weak time management skills ▪ He has made some off the wall and very inappropriate comments in front of clients. Damage control isn't easy after the fact.

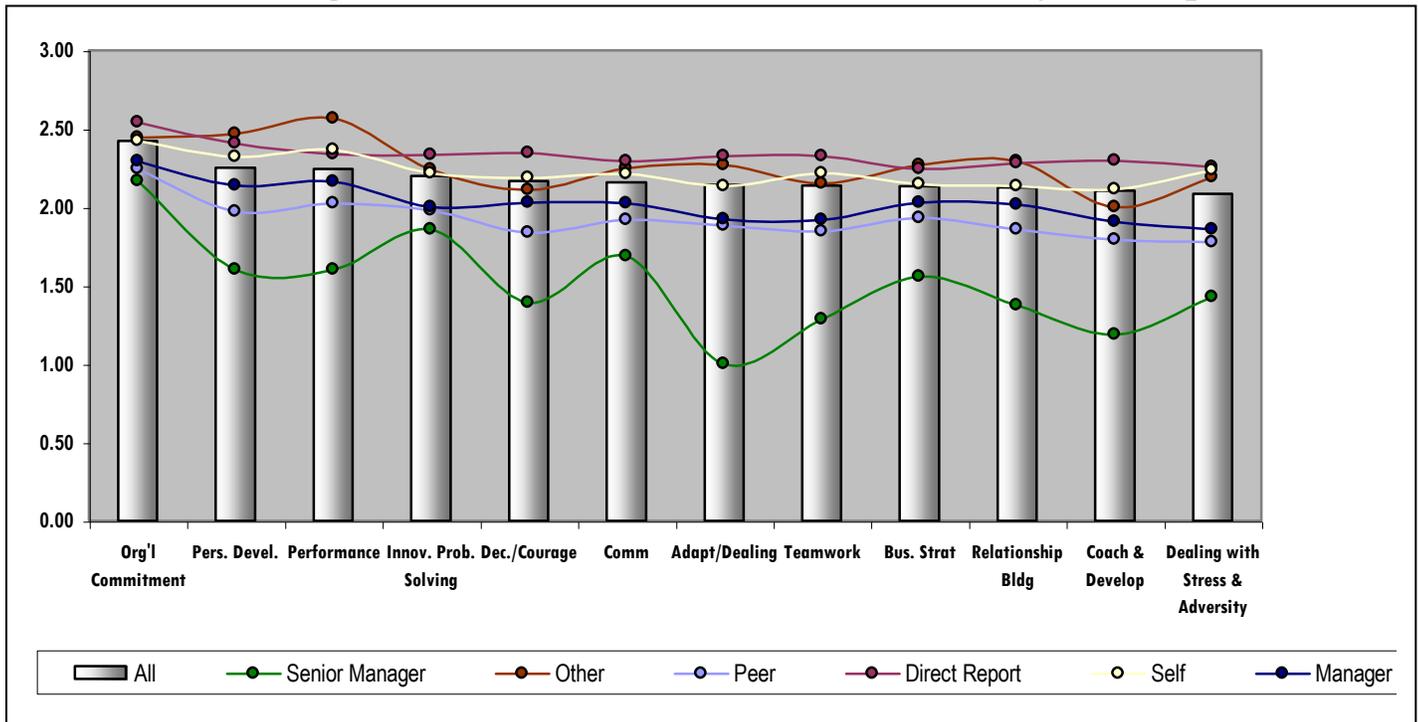
360 Data Trends & Risk Factors:

The following two graphs are from the CDR Leader Scan™ summary group data sorted by leaders who have CDR Risks Factors for Group 1) High Worriers and Group 2) High Egotists. You will note the different 360 over trends of high and low scores between the groups.

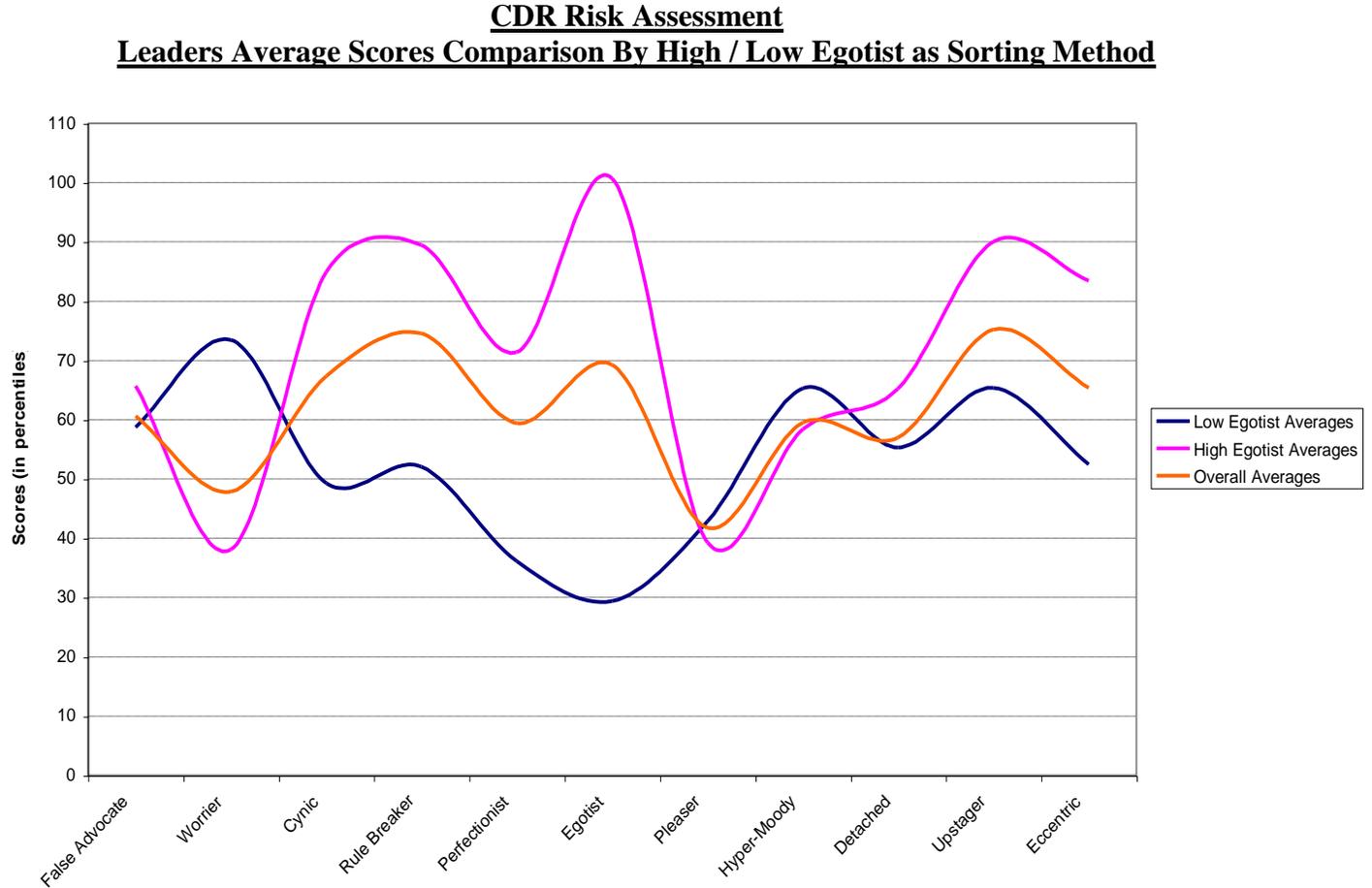
**Group 1. (Low Egotists/ High Worriers) 360 Leader Scan Ratings:
Sorted Highest to Lowest Overall – Ranked Ordered by ALL Input**



**Group 1. (High Egotist Risk) 360 Leader Scan Ratings:
Sorted Highest to Lowest Overall – Ranked Ordered by ALL Input**



The graph below shows the CDR Risk Assessment shows the overall average score of the leader group (n=45), then shows the averages when sorted by high and low Egotist.



SUMMARY OF 360 HIGHEST / LOWEST SCORES BY LEADER GROUP:

Low Egotist / High Worrier Group

Summary of Highest & Lowest Competency Ratings for All Input:

Highest Scores:

Organizational Advocacy & Commitment	2.32
Personal Development	2.20
Relationship Building	2.19

Lowest Scores:

Coaching & Development	2.01
Business Strategies	2.02
Innovation & Problem Solving	2.03

High Egotist Group

SUMMARY OF HIGHEST & LOWEST COMPETENCY RATINGS FOR ALL INPUT:

Highest Scores:

Organizational Advocacy & Commitment	2.42
Personal Development	2.25
Performance	2.24

Lowest Scores:

Dealing with Stress & Adversity	2.09
Coaching & Development	2.10
Relationship Building	2.13

Summary

It is essential that leaders and professionals gain a better awareness of self and why at times they tend to react and behave in nonproductive ways. Measuring inherent risks (as well as character strengths and motivational sources) is a break-through way to get at those annoying or counter-productive idiosyncrasies that all working adults have in varying degrees. Understanding why behavior manifests in the ways that it does for each individual is the key to maximizing performance success. This allows for organizations to accurately identify and tap into one's greatest strengths and gifts, while avoiding situations that bring out the worst tendencies in people. By only capturing external performance observations, this may identify the symptoms but does not necessarily provide any insight as to the root causes of ineffective behaviors. Without the latter, it is difficult, if not impossible, to set the right course of developmental action and accountability.

Presenter Contact Information:

Nancy E. Parsons, President
CDR ASSESSMENT GROUP, INC.
1644 S. Denver Avenue, Tulsa, OK 74119 USA Website: www.cdrrassessmentgroup.com
Telephone: **918-488-0722** Fax: 918-488-0721
Email address: nparsons@cdrrassessmentgroup.com

Research/Bibliography

- Brinkmeyer, K. R., (1999). Feedback on feedback: How non-cognitive individual differences impact the recipient's view. The University Of Tulsa. 94 pp. Advisor: Hogan, Robert T.
- Brinkmeyer, K. R. (1998). Validity of the CDR assessments for selecting energy traders at a national energy company. Tulsa: CDR Assessment Group.
- CDR Assessment Group (2001), 360° Leader Scan™, Tulsa, OK: Author
- CDR Assessment Group. (1998). CDR Leadership Risk Assessment Report. Tulsa, OK: Author.
- CDR Assessment Group. (1998). CDR Leadership Character Assessment Report. Tulsa, OK: Author.
- CDR Assessment Group. (1999). CDR Drivers & Rewards Assessment Report. Tulsa, OK: Author.
- CDR Assessment Group (1999), Coaches' Certification Training Manual, Tulsa, OK: Author.
- Hogan, R., & Michel, R. (1996). Incarcerated felon profiling study using the Hogan Personality Inventory, the Hogan Development Survey, and the Motives, Values, Preferences Inventory. Tulsa: Hogan Assessment Systems.
- Hogan, R. & Hogan, J. (1997). Hogan Development Survey manual. Tulsa, OK: Hogan Assessment Systems.
- Horney, K. (1950). Neurosis and human growth. New York: Norton.; Leary, T. F. (1957). Interpersonal diagnosis of personality. New York: Ronald Press.
- Parsons, N. E., "Executive Character Profiles & Ethical Risk Management", CDR Assessment Group, Tulsa, OK: Presentation at 2003 Katie School of Insurance Symposium, Illinois State University, 2003.