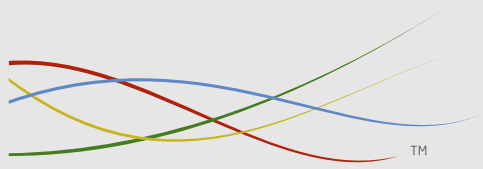




Considerations when feeding back a generally positive profile

High Ratings Acquiescence & splits where
Normative is higher than Ipsative

wave



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1

High Ratings Acquiescence (RA) can link to a number of things:

- A higher level of self confidence (look at Self-Assured on the profile).
- A generally more positive outlook (look at Positive on the profile).
- Specific context e.g. recruitment, especially if high stakes, does see higher RA, compared to development.

2

Very high RA, if combined with very low CR could be a bit of a red flag i.e. someone might have tried to 'fake good'. Explore general sense of self-awareness / self-perception and other reasons for potential low CR - e.g.

- Have they had a recent change in role that has meant they are re-evaluating where their strengths and challenge areas are?
- How much opportunity have they had to explore their strengths and challenge areas generally?
- Those earlier on in their careers might have had less opportunity and so are less sure of where their strengths and challenge areas lie.

3

Remember that RA is linked to performance at work; those with higher RA are more likely to be rated as more effective by colleagues; it could have other unintended consequences though as certain combinations of higher scoring areas can lead to 'risk' behaviors forming (it can be helpful to use the Leadership Risk report in combination with the Expert report when looking at those in more senior roles).

4

Think about the structure of your session and make sure you start with a clear area of strength so you can get them on board before tackling any potential challenge areas.

5

A good way to prep for such a session is to look at the profile ahead of time. Explore dimensions of self-assurance, self-promoting, being in the spotlight, talkative, how good they feel talking about themselves and receptiveness to feedback.

6

Ask for the person's background in the beginning to help the person open up to you and steer the upcoming conversation.

7

Where you have someone who doesn't agree with any lower scoring and is being more defensive, experiment with different approaches to get them to embrace the discomfort.

- "What is your conclusion looking at the profile?"
- "My job is not to judge but to simply hold up a mirror and discuss your reflection"
- "I appreciate this might feel challenging; I'm not trying to do that on purpose, I'm trying to explore what's going on here"
- You could even tell that that you wouldn't be doing your job if they didn't feel slightly uncomfortable at times or that it is your job to play devil's advocate here.

8

Explore the possibility of an over-played strength as a way of getting them to acknowledging development areas, e.g. how might others react to an individual who is much more change oriented than others?

9

Explore the nuances of their work content and structure of their work, e.g. how important --- is in your role? What level of support do you have when it comes to ---?

10

Ask for specific examples when they have demonstrated their strengths so you can really validate these and explore when they might go against this style, e.g. when are you more/less likely to be ---?

11

Explore others' perception or react to them, what feedback have they received from others?

12

Bring in other areas within the profile; for example, during the session we discussed a possible work context where the individual may be working towards being more team oriented when they may have previously been more directive.

13

Don't forget to celebrate the strengths and position any developmental conversation as an opportunity to identify development areas to optimize performance.



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