**Intersession Work: between sessions 1 and 2**

Please complete the following before the next session. Note these in your journal. We will get partners in the

next session. Email me with any questions or concerns ank@orangegroveconsulting.com. This will take you around 4 – 6 hours. Feel free to use more time if you would like to detail it even further.

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| **Area** | **Tasks** |
| 1. **Revisit and rework your vision** | Keep playing and working with your vision. Share it with those you trust and get their feedback. Add and adapt it. |
| 1. **Ask for feedback** | Get feedback from 4 – 6 people who have a stake in your success. Directions on page two. |
| 1. **Update your SWOT** | Using the answers to the above questions, feedback, and your vision, update your SWOT analysis. |
| 1. **Compare personal and organizational vision** | Compare your personal vision, goal, SWOT and values with your work’s mission, values, and objectives. Where are the gaps? Where are the matches? What does it suggest about the fit with your organization? Where do you add value? How do you contribute best? How will this impact your ability to achieve your vision? What does this suggest? |
| 1. **Revisit and revise your goal(s)** | * Revisit your goal in the light of the new information. Is it still the most appropriate goal? * Evaluate the impact you will have on yourself and your organization when you succeed at this goal. What impact will be visible? What will you achieve? * If it’s not impactful or significant, change your goal. * Use goal framework to develop a SMART action plan. |

**Feedback Assignment**

The Feedback Assignment is designed for you to hear from your co-workers, managers and/or direct reports, how they view your strengths and weaknesses. To complete this assignment,

* Choose 4 – 6 people from whom you want to receive feedback keeping your vision in mind. You can choose colleagues, managers, and/or your employees. Make sure that you will feel comfortable hearing what they have to say. Choose people who you think will give you honest, useful feedback. Choose people who have a stake in your success. Also include some people who challenge you or push your buttons so you learn from them.
* Agree that the information shared will be kept confidential (and shared in this class confidentially)
* Set out a specific time where you can meet and ensure that it is time limited (e.g. 15, 30, 45 minutes).
* Start the feedback session by clarifying your purpose and intent. Share how you want to use this information. Remember: you want this information to help you reflect on how others see you.
* You may focus the feedback on particular areas that you feel you want to work on. It may help to use your Strengthsfinders and SWOT analysis to identify the key areas.
* Plan ahead of time which questions you want to ask. Here are some suggestions for questions to ask:
  + What do you consider my main (leadership) strengths?
  + What are the three (leadership) skills and behaviors you would like me to improve and why?
  + What is the impact of my leadership on you?
  + How do you see me as a team player?
  + To what extent do I motivate and inspire other people?
  + How effective am I in executing plans and getting results?
  + What is the most important thing for me do or to develop to be successful?
  + What do I need to do more of?
  + What do I need to do less of?
  + If you could give me one piece of advice, what would it be?
* If possible, give them these questions ahead of time so that they can prepare. Their preparation will give you more useful information.

*A word about receiving feedback*

Feedback feels scary and intimidating for many people. It can be hard to hear what others’ think about us. To help, consider this

* Feedback is a gift. It gives you the opportunity to learn about how you are perceived.
* At times it might feel personal, but remember you asked for the feedback and you trust the people you asked.
* Do not defend and/or explain yourself. Listen and ask clarifying questions. If the feedback is not clear, ask if they can give you an example.
* Make notes both during and after the meeting, and review these several times in the weeks following.
* And remember you are at choice …. If the shoe fits, wear it. If not, throw it away!