



Leader Behavior Diagnostic Results

McChrystal Group

Name: Morteza Anvari

Email: mort.anvari@gmail.com

Leader Behavior Diagnostic Results



APPLIED
CURIOSITY



PURPOSEFUL
CONNECTIONS



SELF-
AWARENESS



TOLERANCE
OF TENSION

The world is changing at a faster pace than ever. It is more interconnected making it more complex and unpredictable. Organizations and groups that successfully navigate these rough waters function as an adaptable Team of Teams. These successful organizations create the conditions where trust, common purpose, shared consciousness, and empowered execution can emerge. The leaders who effectively embed this culture and lead their people forward leverage a unique set of behaviors. This set of behaviors is described in the pages that follow.

Each behavior is broken down into three drivers, and this assessment measures an individual's tendency to use these drivers in their day to day work. The results of this assessment identify areas of strength and areas that can be improved for each individual. Each individual's results are unique and so the customized recommendations are also unique. No one receives a perfect score because everyone has room to grow. The best leaders make the effort to continuously learn and improve, and this assessment serves as a tool to guide and focus those efforts.

On the following pages you'll see scores for each of the behaviors and their associated drivers. These scores have been color-coded as a quick reference. Blue scores indicate strength, yellow scores indicate moderate room for improvement, and red scores indicate significant room for improvement that should be addressed. You'll notice that the behavior score is not an average of the three drivers. Instead, it is a percentile score based on an algorithm which takes all of your responses into account. You'll also notice that there is an "average" score listed next to each of the behaviors and associated drivers. This is the average score of those who have completed the assessment and is intended to serve as a baseline to help you interpret your individual scores.

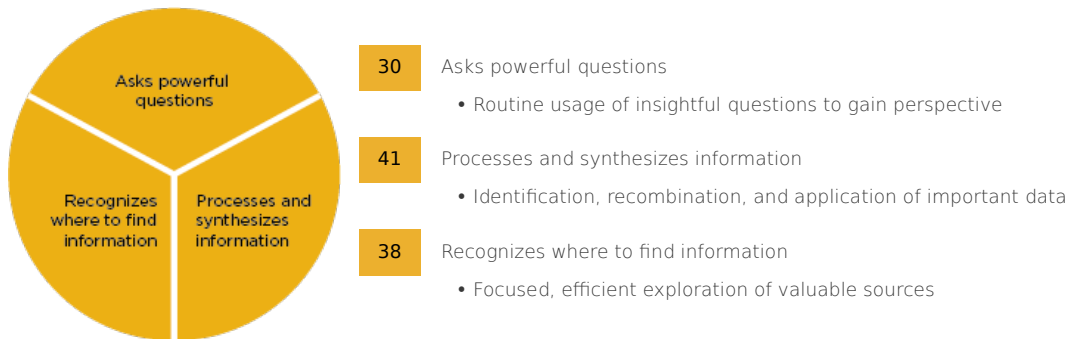
Take the time to read through and reflect on your results. Consider the recommendations and determine what actions you will take and when you will take them to continue developing as a leader. Share your results and your plan of action with a coach, a mentor, a trusted colleague, or your team to get their perspective, provide support, and keep you accountable.

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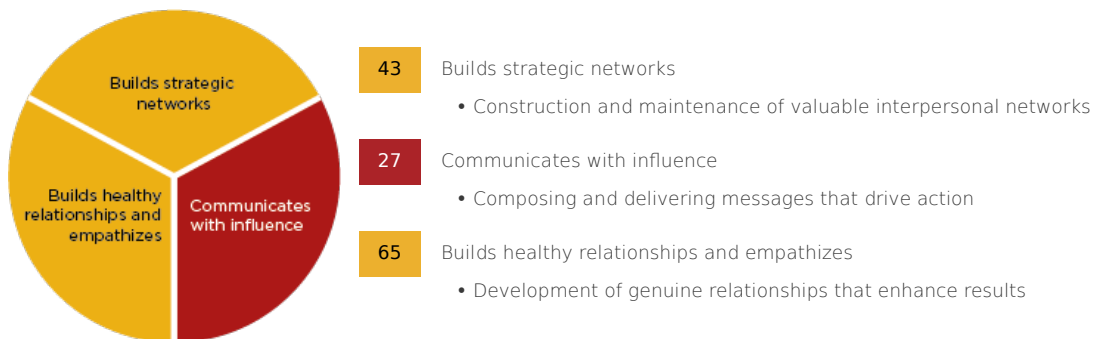
APPLIED CURIOSITY:

Scanning, sifting, and synthesizing information in a focused way to foster productive creativity and innovation



PURPOSEFUL CONNECTIONS:

Building high-impact networks through compelling communication, trust-based relationships, and connecting people to a larger purpose



SELF-AWARENESS:

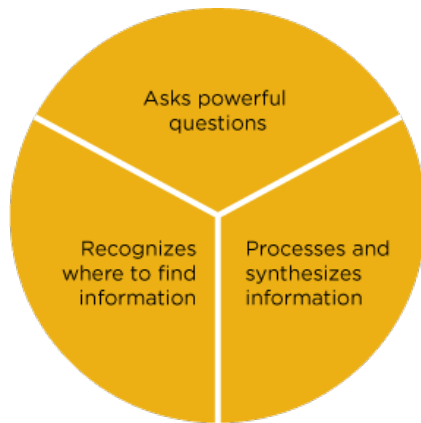
Recognizing and regulating personal strengths, weaknesses, and tendencies to seize opportunities and mitigate risk



TOLERANCE OF TENSION:

Leveraging paradoxes and diverse perspectives to make decisions, solve complex challenges, and drive action





WHAT IT MEANS:

Scanning, sifting, and synthesizing information in a focused way to foster productive creativity and innovation

WHY IT MATTERS:

In the Information age, information is one of the most critical resources a leader needs to manage. To navigate the changing landscape, a leader needs to find valid sources of information, sift through the extraneous data, determine what is meaningful, and recognize how to apply it. It is this rapid exploration and use of information that enables leaders to adaptively evolve their strategies to overcome unpredictable, complex challenges.

Asks powerful questions

30 Cohort average: 49

There is nothing more impacting than a powerful question. They challenge biases and assumptions, surface new possibilities, and ensure people are aligned in the same direction. You do a decent job of leveraging questions, but there is an opportunity enhance this skill to increase your understanding and place yourself in a position to be even more effective.

Processes and synthesizes information

41 Cohort average: 52

With ready access to expansive amounts of information, one of the biggest challenges that leaders face is digesting that information and making sense of it. There is some room to improve your ability to scan the horizon for important information, sift through the noise, recognize what is important, and then relay it to the critical parties. You need to proactively develop these capabilities to be even more effective in a fast-moving, complex environment.

Recognizes where to find information

38 Cohort average: 56

Critical information often resides in untapped reservoirs because people leverage the same sources of information and search techniques that are familiar. You have an opportunity to expand your thinking and develop innovative solutions, but you need to be more intentional about taking the time and making the effort to find and access information from a variety of areas.

RECOMMENDATIONS:

Leveraging available technology to find information you need, including search engines (use synonyms or related phrases to expand your search), internal social media channels (connect with others who have different reservoirs of information via Slack, Yammer, etc.), and software to capture and organize your information for later reference (OneNote, Evernote, etc.).

When starting a new project or initiative, conduct an information gap analysis with your team, listing known facts and uncertainties. Assign a "criticality" score to each of the uncertainties according to which ones have the greatest potential impact on success - then make a plan to explore those uncertainties or at least mitigate their potential impact.

Convert simple yes/no questions to open-ended questions that force others to move beyond simple responses to a deeper level of thought.

Purposeful Connections



WHAT IT MEANS:

Building high-impact networks through compelling communication, trust-based relationships, and connecting people to a larger purpose

WHY IT MATTERS:

Good leaders identify strategic individuals they need to connect with to achieve results, but they form those connections and maintain them by communicating effectively and establishing healthy, authentic relationships. These interpersonal networks become the conduits through which information and resources quickly flow to seize opportunities and mitigate potential risks in a dynamic environment.

Builds strategic networks

43 Cohort average: 37

Great leaders intuitively understand the power of networks. They recognize that networks enable resources and information to flow where they are needed, empowering people to act. You need to proactively take steps to build and strengthen your network to amplify the impact you have as a leader.

Communicates with influence

27 Cohort average: 40

The effectiveness of communication can be measured by the actions it produces. Effective leaders not only deliver a message clearly; they also drive people to action because of that message. You need to make more of an effort to craft and deliver communications that will produce the results you, your team, and your organization need.

Builds healthy relationships and empathizes

65 Cohort average: 47

The one commonality for all leaders is that they lead people and the relationships they cultivate will ultimately impact success. You establish healthy relationships, investing in your people's well-being. But a greater holistic investment will produce an even higher level of engagement and retention which will translate to better team performance.

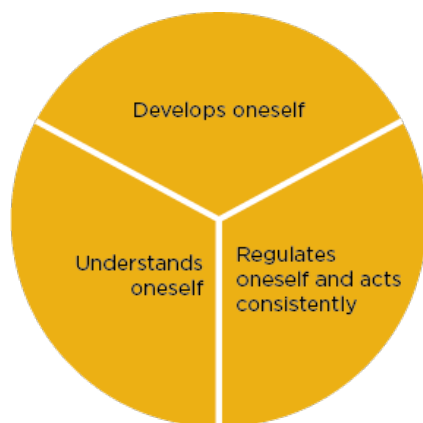
RECOMMENDATIONS:

Leverage tactics for making a message stick with an audience: (1) Make it simple, (2) Use surprise when appropriate, (3) Use concrete language, (4) Repeat, repeat, repeat, (5) Support with credible sources, (6) Generate an emotional reaction, (7) Leverage the power of stories and metaphors.

When you are trying to make sense of information for you or your team, try placing the information into a narrative format which will help make the connections more explicit and help to digest the context of the information and the context in which it could be applied.

Any important message should be able to be distilled down to an "elevator pitch." If you can't summarize it in 30 seconds, then you don't have an effective message. Take the time to perfect your elevator pitch before you deliver a message.

Self-Awareness



WHAT IT MEANS:

Recognizing and regulating personal strengths, weaknesses, and tendencies to seize opportunities and mitigate risk

WHY IT MATTERS:

Leaders are the single-most important factor in setting the climate for teams. Their words, actions, and perspectives are closely watched by team members, whether the leaders are aware of it not. Therefore, self-awareness is a critical behavior that effective leaders need to leverage on a regular basis. It becomes even more critical in complex, fast-moving environments where stressors amplify the potential for emotion-driven decisions and actions. Great leaders not only control their emotions and actions in these challenging conditions, but they also recognize where they add the most value and where they need support to execute successfully.

Develops oneself

71 Cohort average: 50

The key to success in an ever-changing world is the willingness to change with it. You have been challenging yourself to grow, but there's some room for improvement.

Regulates oneself and acts consistently

31 Cohort average: 48

Effective leaders both understand themselves AND control themselves. They are still authentic and true to themselves, but they regulate their behavior to bring out the best in those around them. You need to do a better job of controlling your emotions and fostering a stable environment.

Understands oneself

60 Cohort average: 53

Every leader has strengths, weaknesses, and tendencies that impact the way they lead others. While you have taken the time to reflect on your leadership, you have an opportunity to explore further.

RECOMMENDATIONS:

Ask a trusted peer or team member to observe you during a meeting and provide candid feedback about how you are encouraging and/or hindering healthy dynamics within the meeting.

Start creating a digital notebook of ideas by exploring trends in different industries. Capture the critical lessons you learn from this exploration, categorizing them by topic in your notebook so that you can reference these insights and use them as inspiration when you face future, related challenges.

Take opportunities to teach others new concepts - educating others will reinforce important ideas and force you to think about other perspectives.

Tolerance of Tension



WHAT IT MEANS:

Leveraging paradoxes and diverse perspectives to make decisions, solve complex challenges, and drive action

WHY IT MATTERS:

There are few simple answers in a complex environment. Leaders must constantly balance between competing ideas, competing priorities, and competing demands - flexibly adapting their approach to fit the context. This flexibility necessarily produces tension. Rather than avoiding this tension or resolving it, leaders need to leverage it to spark innovative ideas, expand perspectives, and challenge the status quo in a productive way that energizes the team to continue improving and evolving to the changing environment.

Balances long term goals with short term objectives

96 Cohort average: 57

One of the primary functions a leader needs to do is to weigh out options and then decide on a course of action that will produce the best results. Inevitably there are competing priorities and limited resources, but you are able to effectively balance immediate demands with the long-term strategy to move things forward.

Displays managerial courage and promotes diverse perspectives

49 Cohort average: 54

Leadership requires a courageous mindset that welcomes diverse perspectives, engages in tough conversations, pushes back against the status quo, and accepts difficult challenges. You embrace the tension that comes with your role as a leader, but there is still room for you grow, fostering an even healthier learning environment where your team can voice their opinions and provide you with authentic feedback.

Executes objectives

49 Cohort average: 56

Good leaders get things done even in challenging environments. Not only do they set strategic objectives that fit into the bigger picture, but they also effectively manage their time and people to achieve those objectives. You have an opportunity to increase your ability to execute on tasks by identifying obstacles, leveraging resources, and working with stakeholders.

RECOMMENDATIONS:

Conduct a pre-mortem analysis. Facilitate a session with your team where you collectively imagine that you failed to achieve the objective and identify factors that could have caused the failure. Then collectively brainstorm actionable ways to mitigate the factors that could cause it to fail.

Proactively invite people outside of your team to attend meetings to provide an outside perspective and make the time to get a quick debrief from them afterward to give them an opportunity to share what underlying behaviors and assumptions they observed.

Be authentic - when you make a mistake, identify the right time and place to acknowledge it with your team, clarify what you learned from the experience, and identify what you will do differently next time.