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# PARTICIPANT

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Performance  
Technology  
Solutions

**NeuroView.**

# WELCOME TO YOUR NEUROVIEW REPORT

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This feedback report and development workbook gives you an overview of the results of NeuroView, the first leadership assessment that measures eight key practice areas that promote trust and collaboration in your team. The first half of this report summarises your NeuroView assessment results. The second half provides a workbook to facilitate action planning.

The report begins with an introduction to the biology behind trust in organisations, and tells you more about specific leadership practices that build high trust cultures.

Next, you will find the results of your personal NeuroView assessment. First, you will find your self-scores on each of the NeuroView factors, compared to the scores that your Direct Reports gave you. You will also find a breakdown of the 16 NeuroView questions, with your personal scores.

We have also asked your Direct Reports which NeuroView factors are most relevant for you, in your further development as a leader. You will find your personal top-three shown in the report.

Your NeuroView results finish with the responses from your team on the open ended questions.

The second half of this report is a self-directed workbook to guide your action planning. For each of the eight NeuroView factors, we will give you suggestions for further development, things for you to do or to work on. The factors are ordered from most relevant to you, to least relevant. This section will help you to make your development planning more concrete and really get started with the insights NeuroView has given you!

## INTRODUCING NEUROVIEW

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NeuroView is a neuroscience based assessment that measures eight key leadership practice areas that enhance trust and collaboration, which are essential for building high performing teams and organisations.

This assessment will help you identify 8 key behaviours that you can put into practice with your team to enhance job satisfaction, engagement, productivity and commitment to the organisation.

Your NeuroView feedback report will provide you with valuable insights and development suggestions to support your professional development and enhance your leadership and team's effectiveness.

### NEUROVIEW WILL HELP YOU ANSWER THE BELOW QUESTIONS:

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How do my Direct Reports view my effectiveness in each of the leadership practice areas associated with high trust cultures?

What are my strengths that I need to continue to leverage and what are my potential development areas?

Where can I focus my development for maximum impact?

How can I translate these insights into action?

## THE BIOLOGY BEHIND TRUST

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Leading research from neuroscientist, Dr. Paul Zak, director of the Center for Neuroeconomic Studies at Claremont University, has identified the key ingredient in building employee engagement and organisational performance: **TRUST**.

Dr Zak's laboratory has spent a dozen years characterising the biological basis for trust and has identified the brain chemical responsible for 'switching' it on: Oxytocin.

His laboratory experiments have demonstrated that when one is trusted, one's brain produces oxytocin which motivates voluntary cooperation with others. The more our brain produces oxytocin, the more we feel empathy towards others. Oxytocin connects us emotionally to others and pushes us to invest in supporting and helping them.

Therefore, as a leader, interpersonal interactions and behaviours that demonstrate trust in your colleagues will lead them to release oxytocin, making them feel and act as part of the same team, and creating a culture of trust.

# WHAT LEADERSHIP PRACTICES BUILD HIGH TRUST CULTURES?

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Your challenge as a leader is to create a high trust and high performance culture where productivity, collaboration and satisfaction can be maximised.

Dr. Zak and his team have identified eight leadership practices that are empirically proven to create and sustain a culture of trust. These form the basis of the NeuroView Leadership Assessment.



## **Ovation**

Acknowledges and gives prompt recognition and praise to individuals for their efforts, progress and accomplishments.



## **eXpectation**

Communicates clear and challenging goals, provides ongoing feedback against agreed expectations and measure success.



## **Yield**

Encourages and trusts individual decision making and independence, supports different approaches, treats mistakes as learning opportunities and provides support when required.



## **Transfer**

Takes responsibility for utilising the skills and talent within the team, encourages autonomy and self-management to create empowered teams.



## **Openness**

Role models transparency, shares thinking, knowledge and information and willingly seeks and values input from others.



## **Caring**

Builds caring and collaborative relationships, shows consideration of others to foster teamwork and support.



## **Invest**

Invests time in talent development, identifying strengths and opportunities to help individuals grow. Supports ongoing learning and development.



## **Natural**

Is natural and genuine, models integrity and honesty and is open around their vulnerabilities and mistakes and willing to ask for help.

# NEUROVIEW INTRODUCTION

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The NeuroView Leadership Assessment asked a series of questions about your leadership practices and behaviours, and provided an opportunity for you and your Direct Reports to provide feedback via a confidential online survey.

The NeuroView Assessment Survey consisted of 16 questions. You and your Direct Reports provided feedback on each of these questions using a 6-point agreement scale, whilst your Direct Reports also rated the importance of the behaviours measured.

## AGREEMENT

- 1 Strongly Disagree
- 2 Disagree
- 3 Somewhat Disagree
- 4 Somewhat Agree
- 5 Agree
- 6 Strongly Agree
- N/A Not Observable/Not Applicable

## IMPORTANCE FOR DEVELOPMENT

- 1 Not Important
- 2 Slightly Important
- 3 Moderately Important
- 4 Important
- 5 Very Important
- 6 Extremely Important

The survey has been completed anonymously and feedback has been provided by:

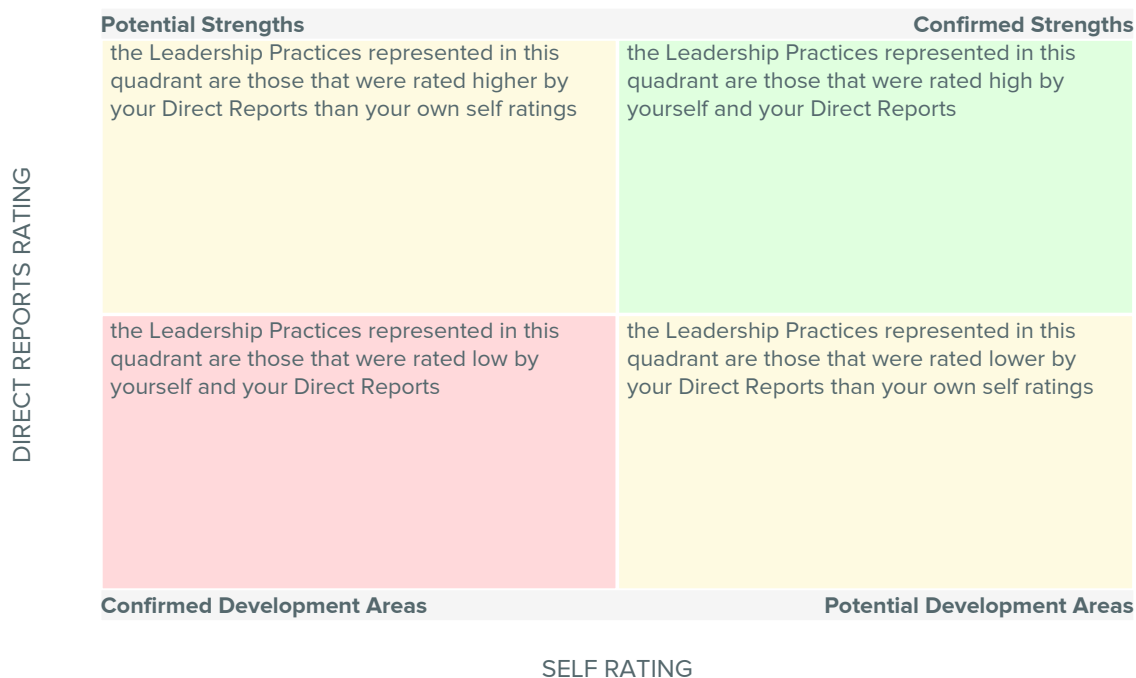
Self	1
Direct Reports	3

# SELF-AWARENESS INDEX

## INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The Self-Awareness Index provides a way for you to compare your own self-ratings to those of your Direct Reports on the critical Leadership Practices measured within the questionnaire.

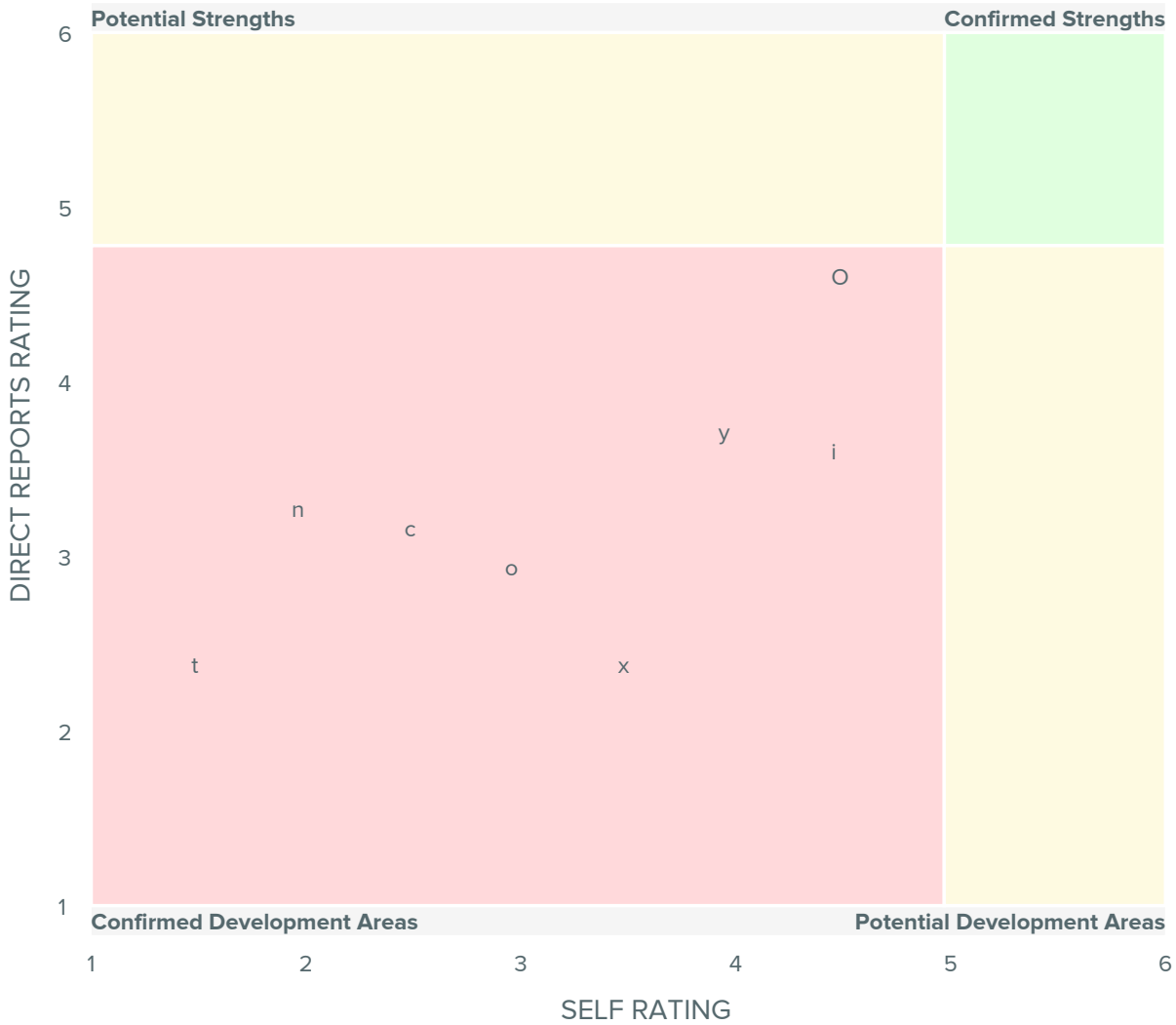
The scores for all your Direct Reports have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The Self-Awareness Index can be categorized in four distinct ways:



## HOW TO USE YOUR SELF-AWARENESS INDEX

1. First, examine the specific Leadership Practices that fall into each of these four quadrants
2. Next, explore the themes of these Leadership Practices to see how they may or may not be logically related to each other. It's important to continue to leverage those Leadership Practices that are categorized as Confirmed or Potential Strengths
3. Finally, consider ways to enhance skills and effectiveness in those Leadership Practices categorized as Confirmed or Potential Development Areas

# SELF-AWARENESS INDEX



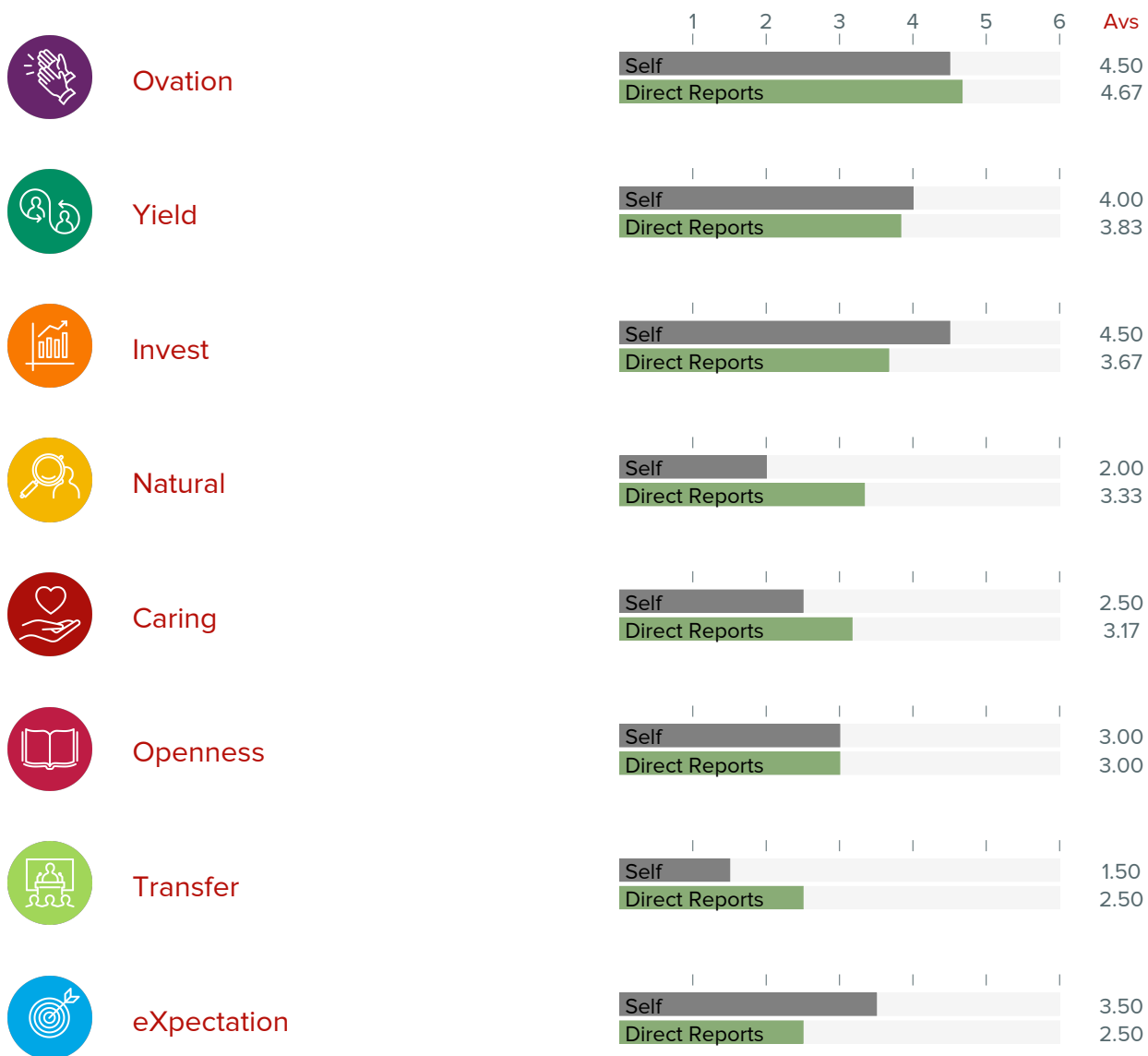
Quadrant	Factor	Self	Direct Reports
Confirmed Development Areas	O. Ovation	4.50	4.67
	x. eXpectation	3.50	2.50
	y. Yield	4.00	3.83
	t. Transfer	1.50	2.50
	o. Openness	3.00	3.00
	c. Caring	2.50	3.17
	i. Invest	4.50	3.67
	n. Natural	2.00	3.33

# NEUROVIEW SCORES

The bar graphs below compare your self-perceptions to those of your Direct Reports across the eight NeuroView factors using average scores (Avs).

AP means anonymity protection and if less than a specified minimum number of Direct Reports have responded, the score is not shown to protect anonymity.

Differences of one-half a point or more between your own self-ratings and those of your Direct Reports might suggest important perceptual differences. Since more frequent and effective practice of these leadership behaviours results in higher trust within teams, scores less than "4" on any scale (Self or Direct Reports ratings) should be considered as potential development areas.





## NEUROVIEW LEADERSHIP BEHAVIOURS

Each of the NeuroView leadership behaviours are shown below ranked in descending order by your team (highest rated items on the agreement scale to lowest). The "Factor" column indicates the factor each behaviour is associated with.

The Agreement Score (Ags) indicates the level of agreement between raters and ranges from 0 (disagree totally) to 1 (agree totally). A score closer to 0 suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. An agreement score of less than .50 might suggest that you interpret the average score with caution, as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

1	Notices and demonstrates appreciation for the progress and effort it takes to get things done well	Ovation	5.00	5.00	0.43
2	Meaningfully recognises efforts and achievements of direct reports in a timely and appropriate manner	Ovation	4.00	4.33	0.81
3	Treats setbacks and mistakes as a valuable opportunity for direct reports to learn and try something new	Yield	5.00	4.33	0.50
4	Encourages direct reports to openly share their thoughts, suggestions and ideas	Openness	5.00	4.33	0.50
5	Openly and honestly shares both their strengths and vulnerabilities with others	Natural	3.00	4.00	0.67
6	Mutually agrees upon clear and challenging performance goals with direct reports	eXpectation	3.00	3.67	0.62
7	Creates and supports opportunities for direct reports to develop additional skills and experiences at work	Invest	4.00	3.67	0.81
8	Helps direct reports understand how they can use their talents to professionally grow and develop further	Invest	5.00	3.67	0.81
9	Provides autonomy, flexibility and control to direct reports in deciding how they can make decisions and do their work	Yield	3.00	3.33	0.50
10	Takes time to actively listen and understand the point of view of their direct reports	Caring	3.00	3.33	0.50
11	Takes the time and understands what matters to direct reports and how to best support them	Caring	2.00	3.00	0.67
12	Demonstrates integrity and acts in a moral and ethical manner even in challenging or difficult situations	Natural	1.00	2.67	0.32
13	Provides the necessary tools and resources to direct reports to be successful on the job	Transfer	1.00	2.67	0.81
14	Utilises and capitalizes on the full range of skills, expertise, and experiences of their direct reports	Transfer	2.00	2.33	0.50
15	Shares timely information and knowledge freely and openly with their direct reports	Openness	1.00	1.67	0.62
16	Creates an atmosphere and climate where direct reports are encouraged to do their best	eXpectation	4.00	1.33	0.81




# SUMMARY OF YOUR MOST IMPORTANT LEADERSHIP DEVELOPMENT AREAS

The three leadership practice areas listed below were prioritized by your Direct Reports when asked which behaviours were most important for you to focus on to enhance your overall leadership effectiveness (1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, 4 = Important, 5 = Very Important, 6 = Extremely Important).

The scores on the right represent the average importance ratings (Note: in the case of ties, more than three leadership practice areas will be shown in the table below).

Please note your Top 3 Most Important Leadership Development Areas may differ compared to your 'Confirmed Development Areas' shown on the prior page. The practice areas listed on this page are those rated the most important for you to work on by your Direct Reports to enhance your overall leadership effectiveness, whereas those listed under 'Confirmed Development Areas' are those where both you and your Direct Reports rated you low, but are not necessarily the most important areas for you to focus on in your development.

If you are creating your development plan using the online goal setting and evaluation system called Momentor, you will be encouraged to select an initial behavioural goal associated with one or more of these three leadership practice areas. These areas will have the most impact on building a high culture of trust within your team, leading to enhanced performance, engagement and commitment to the organisation.

	<b>Transfer</b> Takes responsibility for utilising the skills and talent within the team, encourages autonomy and self-management to create empowered teams.	<b>Importance Rating</b> 4.67
	<b>Invest</b> Invests time in talent development, identifying strengths and opportunities to help individuals grow. Supports ongoing learning and development.	<b>Importance Rating</b> 4.17
	<b>Caring</b> Builds caring and collaborative relationships, shows consideration of others to foster teamwork and support.	<b>Importance Rating</b> 3.50

# OPEN ENDED COMMENTS

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## INTRODUCTION

You and your Direct Reports had the opportunity to provide written comments about your perceived strengths and possible development areas. The questions were:

- a. What is it about your behaviour that means people trust you?
- b. What else could you do to build even greater trust with people you work with?

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in your feedback report.

It is important to look for trends or themes as you read these open-ended comments. The following questions might be useful in analyzing them:

- Are the comments consistent and reinforce the other feedback you have received?
- Do they add any new information or insight about your performance and effectiveness?
- Do you see any trends across the open-ended comments?
- How can you leverage your strengths?
- What areas are you committed to focus on as part of your executive development plan?

## OPEN ENDED COMMENTS

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What is it about my behaviour that means you trust me?

## OPEN ENDED COMMENTS

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What else could I do for you to build even greater trust?

# MY DEVELOPMENT WORKBOOK

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Your NeuroView report provides specific feedback about each of the 8 key leadership practice areas that neuroscience suggests is directly linked to high trust cultures.

This workbook will now help you translate the insights you have gained from your NeuroView report into an Action Plan to enhance your overall leadership effectiveness and help create a culture of trust in your team.

The Workbook consists of three sections, to give you the necessary tools to do some critical reflection, planning around your development and to focus your development for maximum impact and success based on your NeuroView results.

## Step 1

My NeuroView  
Reflection

A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your report.

Turn to this section to summarise your overall observations from your report and identify 2-3 factors you feel motivated to develop for greatest impact.

## Step 2

Development  
Suggestions

Specific and practical behavioural and development suggestions to help you think about how you could enhance your effectiveness in the leadership practices you have chosen to work on.

Use this section for ideas on how to achieve your development goals and to feed into your Action Plan.

## Step 3

My Action Plan

An Action Plan template which gives you a clear defined structure to outline what actions you will take.

This can be a helpful section to complete together with your manager or internal/external coach.

Specific goals from your Action Plan can be entered into the online goal setting and evaluation system called Momentor if you are using it.

## MY NEUROVIEW REFLECTION

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What stood out for you in your NeuroView Report? Were there any surprises?

Where were you and Direct Reports in agreement and where did you differ?

Based on the feedback you have received, what are the 2 – 3 factors where you feel motivated to develop to have the greatest impact?

Based on your selected Factors, take a look at the relevant development suggestions on the following pages to give you ideas to feed into your Action Plan at the end of this workbook.



## Transfer

Takes responsibility for utilising the skills and talent within the team, encourages autonomy and self-management to create empowered teams.

The bar graph below shows your Transfer 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Transfer behaviours to be in relation to enhancing your overall leadership effectiveness.



## TRANSFER DEVELOPMENT SUGGESTIONS

If you have chosen to work on Transfer, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Encourage people to put time aside each month to work on and develop their own projects
- Make it your job to know what other people's strengths are in a team and empower them to utilise these to complete tasks, assignments and projects in an independent manner
- Include colleagues more widely in hiring decisions
- Spot opportunities for colleagues to take on new challenges, and let them know
- Form a continuous improvement group to review and improve team or organisational processes
- When people come to you with an issue, ask them how they will solve it, rather than providing your own solution
- Make some meetings optional
- Create teams/groups combining people with different backgrounds, passions and capabilities to achieve greater innovation
- Ask people "what gets in the way of doing the best job they can" and then act to eliminate these barriers where possible
- Welcome diversity of thoughts and opinions, even if they are different to yours





## Invest

Invests time in talent development, identifying strengths and opportunities to help individuals grow. Supports ongoing learning and development.

The bar graph below shows your Invest 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Invest behaviours to be in relation to enhancing your overall leadership effectiveness.



## INVEST DEVELOPMENT SUGGESTIONS

If you have chosen to work on Invest, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Develop coaching skills, to help people grow and fulfil their potential
- Provide "feedforward" to help others learn and grow
- Commit to investing an amount of time each month to develop others
- Create and lead a working group focused on up-skilling colleagues
- Train as a mentor, or offer to be shadowed by others, to share your knowledge and experience
- When you spot potential and talent in others, share your observations with the people who can help accelerate their development
- Conduct 'stay conversations' with your people, to understand what motivates them, and to explore how best to motivate them in their role
- Have regular 1:1s that focus on your people's career and personal development
- Create opportunities for your people to be exposed to other areas of the business to develop them
- Keep an eye open to notice people's individual strengths, and find ways for them to use and develop them



## Caring

Builds caring and collaborative relationships, shows consideration of others to foster teamwork and support.

The bar graph below shows your Caring 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Caring behaviours to be in relation to enhancing your overall leadership effectiveness.



## CARING DEVELOPMENT SUGGESTIONS

If you have chosen to work on Caring, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Offer to help or support people when you notice they're struggling
- Ask people how they are feeling
- Treat people as human beings, not tools of the trade: have conversations that go beyond work
- Make time for people (don't try to be efficient with them)
- Organise team bonding social events e.g. team breakfast
- Elicit others' views before expressing your own ideas and opinions (as Stephen Covey said: "Seek first to understand, then be understood")
- Mark and celebrate special occasions or milestones for individuals e.g. birthdays, work anniversaries
- Dual-process at your meetings: keep an eye on safety, as well as content. If someone's body language or tone of voice shows they're not feeling safe, stop the meeting and concentrate on making things feel safe again
- Make sure some of your team meetings are dedicated to how people are doing rather than what they are delivering
- Organise a welcome lunch for new members joining the team



## Ovation

Acknowledges and gives prompt recognition and praise to individuals for their efforts, progress and accomplishments.

The bar graph below shows your Ovation 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Ovation behaviours to be in relation to enhancing your overall leadership effectiveness.



## OVATION DEVELOPMENT SUGGESTIONS

If you have chosen to work on Ovation, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Share positive feedback you hear about others
- Do a round of appreciation at your team meetings e.g. everyone says what I value about being part of this team
- Notice and remember to say thank you for a job well done
- Nominate someone each month for recognition who has gone the extra mile
- Recognise and let people know when they have made personal progress
- Get into the habit of providing positive, ongoing feedback
- Keep looking for examples of good work, productive behaviours and talent, and point them out to the person concerned
- As a manager, use three positive statements to one negative when giving feedback
- Arrange for individuals/a team to present the results of its efforts to senior management
- Use your company's LinkedIn page, intranet or internal communication platforms to recognise achievements



## Natural

Is natural and genuine, models integrity and honesty and is open around their vulnerabilities and mistakes and willing to ask for help.

The bar graph below shows your Natural 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Natural behaviours to be in relation to enhancing your overall leadership effectiveness.



## NATURAL DEVELOPMENT SUGGESTIONS

If you have chosen to work on Natural, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- If you're struggling, let people know: don't be afraid to ask for help
- Admit your mistakes and weaknesses - it helps others to see you as a human being, and to support you when needed
- Be fair with everyone: avoid playing favourites
- As a leader, be clear about the reasons behind tasks, actions or decisions, so people understand why – no hidden agenda
- Know your values and ensure you behave in ways that are true to them, even when it gets tough (look up the Emotional Intelligence model or take an Emotional Intelligence assessment or psychometric)
- Challenge unacceptable behaviour, focusing on the behaviour and not the person (you could use the What/Why process: what you noticed, why it was inappropriate, what needs to be achieved and what they could do differently)
- Tell people how you feel about things, especially those things that are important to you
- Hold 'town hall meetings' to address any concerns and share information about the organisation, particularly in times of change
- If you've agreed to do something, then do it, on time, as promised. If you realise you can't, immediately be honest and tell people why
- Provide ample opportunities to receive feedback



## Openness

Role models transparency, shares thinking, knowledge and information and willingly seeks and values input from others.

The bar graph below shows your Openness 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Openness behaviours to be in relation to enhancing your overall leadership effectiveness.



## OPENNESS DEVELOPMENT SUGGESTIONS

If you have chosen to work on Openness, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Organise some meetings that are purely about an exchange of ideas and new thinking
- Ask open questions to understand properly what a person is thinking and/or feeling
- Think about using multiple communication channels, to make sure people are kept informed promptly
- Proactively ask for feedback, and let people know that it has been helpful and what you have done differently as a result
- When challenged or when challenging others, share your rationale to help others understand your point of view
- Have an open door policy and let colleagues know they can come to you anytime
- Create an environment, which allows people to have open and honest conversations
- Own up if you've made a mistake, and say how you'll fix it
- Keep people well-informed about results and progress towards the vision (include both good news and less good news)
- Hold brief daily huddles to maintain openness, and keep people updated and connected



## eXpectation

Communicates clear and challenging goals, provides ongoing feedback against agreed expectations and measure success.

The bar graph below shows your eXpectation 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider eXpectation behaviours to be in relation to enhancing your overall leadership effectiveness.



## EXPECTATION DEVELOPMENT SUGGESTIONS

If you have chosen to work on eXpectation, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Communicate goals to people who need to know in order to achieve buy-in and engagement
- Avoid starting and stopping initiatives frequently so that expectations are not muddled
- Involve and empower others to set their own goals and deadlines
- Use a model like SMART to set clear and measurable goals for your team
- With your team, create an overarching team vision or purpose that everyone in the team signs up to
- Set team objectives, not just individual ones
- Make sure people know how their success will be measured (what good looks like)
- Hold informal and regular check-ins with people and your team to discuss progress and offer support
- Set realistic timeframes and encourage people to come up with new ideas and/or experiment with new ways of working
- Make sure the people you work with know exactly what you expect of them



## Yield

Encourages and trusts individual decision making and independence, supports different approaches, treats mistakes as learning opportunities and provides support when required.

The bar graph below shows your Yield 'Importance for Development' score, as rated by your Direct Reports i.e. how important your Direct Reports consider Yield behaviours to be in relation to enhancing your overall leadership effectiveness.



## YIELD DEVELOPMENT SUGGESTIONS

If you have chosen to work on Yield, here are some development suggestions you might like to consider. If there are any particular ones that appeal to you, please tick them to include in your Action Plan.

- Allow people to challenge and question decisions that you have made
- Let people know that you trust them to make independent decisions
- Delegate tasks or projects that give people the opportunity to innovate
- Hold regular 'lessons learned' sessions, and make sure the lessons are applied in future
- Ask people how you can best support them to do their best work
- Coach people to make their own decisions (rather than making the decisions yourself)
- Encourage people to work on projects that will stretch and develop them
- Delegate decisions wherever appropriate
- Recognise that almost no-one deliberately makes a mistake: ensure you and they understand the reasons for the mistake, then apply the lessons, so everyone learns to do things better in future
- Define and reach mutual agreement on the level of decision authority that individuals and teams have in completing tasks, projects and assignments

## MY ACTION PLAN

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FACTOR:

DEVELOPMENT ACTIVITIES:

TARGET DATES:

SUPPORT/RESOURCES REQUIRED:

MEASURES OF SUCCESS:

RESULTS ACHIEVED: