

Congrats! You've received your leadership assessment as presented in The Leadership Circle Profile, and you've had your 90-minute individual debrief to deep dive into these results.

Now What?

First, notice your feelings.

- Perhaps you're feeling like that feedback was pretty spot on. You know you fairly accurately, and you are showing up that same way amongst your peers, and direct reports.
- Or, maybe it has been brought to light that you are your harshest critic, and that actually, you're doing better than you thought in the eyes of others. This can sometimes be a relief, a weight off the shoulders – phew! This can also be a painful experience, a graphic representation of the worth or confidence you place in yourself.
- Or you may feel like you're sitting somewhere within the stages of grief – denial, anger, bargaining, or [hopefully not] depression... Perhaps you feel blindsided or confused. “Where did this come from?” you may ask. These reactions are common and natural. The Leadership Circle Profile is designed to bring to light our blind spots, and if they exist, it can bring a painful awareness.

It's useful to remember that the Profile you just received is exactly the profile that has gotten you to where you currently are in your career. For better or worse, it's what's been working for you.

So, now what? What we know to be true for leaders at your level is that each of you will seek to understand and to make meaning out of this because you are growth oriented and you care about your impact on others and the organization.

We'd like to offer you some tips.

Take time to let it soak in – and give yourself a bit more time than you might think is necessary. Don't go immediately to your evaluators seeking more information. And don't immediately make a to-do list of things you want to change. Take a few days, a week – or two even – to let the feedback settle and take root. You may be surprised the additional insight that downloads.

Hold yourself with compassion. Feedback, no matter how well-intended, sometimes tends to feel like it has a bite to it, like something is “wrong.” Remember that it's simply information that you can use to become more effective, if you choose.

Giving feedback can be just as scary as receiving it. When you're ready to get more context, set aside time to have discussions with your Boss, your Peers, and your Direct Reports, and be transparent about your intention for the conversation. *Conduct these discussions with a curious mind, an open demeanor, and a genuine interest in understanding for your own growth.* Did you notice that we italicized this last sentence? That's because it's the most important in this whole note to you! If you can hold these attitudes as you seek to learn more about your impact, we can almost guarantee that you and everyone you talk to will be changed for the better.

So, that's what to do after your Leadership Circle Profile debrief.