Acting on the Results of Your Smarts Profile

Goal   Smarts Profiles are designed to provide *confidential* aggregate data regarding the views of a selected group of people. There are four Profiles to select from, each one designed to address the needs of an organization or enterprise at the time of need. Does the organization need to consider its Strategic Mindset? Does a group need to look at its decision making efficiency? These are different kinds of needs that the Smarts Profiles address.

Four   The four profiles answer these general needs:

- GroupLead—How is our group doing on decisions and working effectively together?
- Strategic Smarts—How is the organization addressing strategic issues and building strategic mindsets?
- Business Smarts—How is the organization building an understanding of all aspects of the business with all stakeholders (employees, etc)?
- Marketing Smarts—How is the organization comprehensively approaching all aspects of marketing?

Reports   Each of the four reports is organized similarly:

- Basic Introduction to the Purpose, Dimensions, and Sample data. Specific tips are provided for interpreting the data.

- An overall Scale Results graph which shows YOUR group averages as compared to other very effective groups. It lists the Scales above and below this norm. The group needs to decide if this comparison is relevant.

- An overall Data Graph which Rank orders all of the dimensions according to the average scores from highest to lowest. The Top Scales are highlighted in Blue and the Bottom Scales are highlighted in Yellow.

- For each Dimension, a Grid which shows the Average, the Range of Ratings provided by the group, the distribution of scores, the Benchmark score, and the Variance from the benchmark.

- The Items (or questions) which make up the Dimension, also listed in Rank order from highest to lowest score. The Range of Ratings and the Frequency of the ratings for each item is also provided.

- Written comments and suggestions are organized by each domain. Review these for action steps, themes, or areas in need of more exploration.

- The last page is a note page for capturing key thoughts or action steps from the group (or individual) exploration of the report results.

Actions   The report is designed to show each individual "**what is**" in terms of current perceptions. Because each behavior measured is highly contextualized to your specific organization, enterprise, or agency the group involved with using the results needs to identify how the behaviors play our and how important these may actually be which answers the "**so what**" about the results.

And because the goal of the report is to highlight and direct focus, the group has to decide which behaviors are essential to maintain and support and which behaviors need to be enhanced or developed further, which answers the "**now wha**t" of taking action.

Domain Level

Step 1   Look at the High (in blue, highest average) Domains and verify with the group. Look at the distribution of ratings—Was there a wide range, or evenly distributed? If there is a wide distribution (e.g. many 4s and 1s) discuss what might be the reason for that difference in perspectives? Ask for examples of how these kinds of behaviors are demonstrated. Have the group decide how important it is to keep doing these things at a high level. Document the decisions.

Step 2   Look for the Low (in yellow, lowest average) Domains and verity with the group. Look at the distribution of ratings—Was there a wide range, or evenly distributed? If there is a wide distribution (e.g. a few 5s and a lot of 1s) discuss what might be the reason for that difference in perspectives? Ask for examples of how these kinds of behaviors are demonstrated.   Have the group decide how important it is to <u>improve</u> doing these things at a high level. Document the decisions.

Step 3   Look at the Domains that have not been highlighted and are in the middle scores. Ask the group to discuss which of these Domains might really be important and which are simply nice to have. Make a lists with two columns: Important, Explore and Nice to Have. Look at the distribution of ratings for those in the middle that the group determines is Important and needs to be explored. Was there a wide range, or evenly distributed? If there is a wide distribution (e.g. many 4s and 1s) discuss what might be the reason for that difference in perspectives? Ask for examples of how these kinds of behaviors are demonstrated. Have the group decide how important it is to keep doing these things at a high level. Document the decisions.

Item Level

Step 4   Repeat Steps 1,2 and 3 by looking at the detailed item results for each Domain.

Planning   After the group has decided on those behaviors to support and those to enhance, additional exploration may be required. Using resources such as TED Talks, YOUTUBE Videos, and general web searches on specific topics often yield very pragmatic action tips. This could easily be done while the entire group is meeting. Depending on the size of the group, the topics for exploration could be distributed to small groups with an expectation of reporting back to the whole group after 90 minutes of review, or the entire group could go through

exploration of the topics at the same time. If you are working with a facilitator, that individual will have prepared materials for review and will help the group work through this process quickly.

When the exploration is completed, setting concrete, action focused goals with specific measurements to know progress on the goal should be prepared and documented. This document becomes vital for group benchmarking improvement.

Example   Say your group decided that the behavior needed to be enriched in the organization. This item was rated the lowest and had a lot of low scores:

"Regularly uses internal communication methods to address conflicts."

Action: Identify and ask all members of the group to view three specific YouTube videos on conflict management and share with the group specific ideas of what we can do to address communication when there is conflict more successfully. Each group member will report on the videos, with the associated links so others can look later, and the key ideas worth the attention of the group.

Action: In 30 days, the group will have shared their video lessons and will discuss which remedies are relevant and actionable. Once documented, the group agrees to use the list as a checklist for future communicant during conflict.

Help?   The Smarts Profiles survey and reports are published by Leadership Performance Systems, Inc., located in Winston-Salem, North Carolina. You can reach us at: info@leadership-systems.com or by calling 336-774-0330.

Approach   When we are asked to assist with facilitating an action plan based on the Smarts Profile, we prefer to use the following Phases of work, and will modify to meet customer needs:

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Integrate Profile results with selected interviews with key stakeholders to create a trend analysis.	Facilitate group discussions to prioritize areas of focus. Deliverables are documented priorities.	Preparation of Action Plan with monitoring and measurement. Key focus on alignment with organizational goals.	Monitoring KPIs, evaluation of benchmarks and achievement. Recommend adjustments.	Reassessment and renewal. Determine which tactics provided ROI, what factors have changed.