



Pre-Session 1 Work

Please complete the following before the first session. Email Camilla@orangegroveconsulting.com with any questions or concerns. This will take you around 4–6 hours. Feel free to use more time if you would like to detail it even further. Have all materials available for reference for the first session.

Preparatory Tasks

AREA	TASKS
1. Reflect on Your Best Self	Get feedback on your reflected best self. Directions on page 2.
2. Assess your leadership skills.	Fill in the initial assessment of your leadership skills. Be as honest as possible. Use this to help you with (1). Survey Monkey Link https://www.surveymonkey.com/r/MGH_Pre-Survey_2020 (all results are confidential). Please complete this by September 4.
3. Observe others' styles	Observe the overall management style in your organization and make some notes. What is valued? What is admired? What makes you successful? What are the espoused values? In what way does this align (or not) with your personal style, thoughts, values and beliefs about management and leadership?
4. Identify a Role Model	Think about someone who you consider a role model for effective leadership. Someone who's leadership you would like to emulate. This can be someone you know personally, professionally or have read about. What are some of their qualities and traits? What is their style? What are their strengths and weaknesses?



Reflected Best Self Feedback Exercise

The objective of this reflection is to enhance your self-concept as a leader, including your strengths and areas of growth. The assignment encompasses three parts; a 'Best Self Portrait', an ideal personal job description and a vision for your career.

Best Self Portrait

This exercise is designed to help you develop your sense of your “personal best” in order to increase your future potential.

Step 1: Identify Respondents and Ask for Feedback

Identify 4 – 6 respondents who you think understand who you are as a leader and will provide useful feedback. They can be peers, managers, employees, family and/or friends. Ask for feedback on your strengths and request stories or examples of when you used those strengths in ways that were meaningful. Get the feedback in writing via e-mail if possible. There is a sample email for you to use if you'd like on page 2.

Step 2: Recognize Patterns

Recognize patterns by searching for common themes among the feedback. Add your own observations. Organize all the input into a table. (See the table “Finding Common Themes” in the article below on p. 6).

Step 3: Compose Your Self-Portrait

Write a prose description of yourself that summarizes and distills the accumulated feedback. The description should “weave themes from the feedback together with your self-observations into a composite of who you are at your best”¹ Start your prose with the phrase: “When I am at my best, I... .” This should be an approximately 2-4 paragraph narrative.

The article How to Play to Your Strengths <https://hbr.org/2005/01/how-to-play-to-your-strengths> provides additional information and explains the process in more depth.

¹ Roberts, et al. (2005). How to Play to Your Strengths. Harvard Business Review.



Reflected Best Self Feedback Exercise

Sample email for you to use when you ask for feedback.

Sample Email

Dear [name]

I am participating in a leadership program and as part of the program, I am requesting your help with feedback. Would you be willing to share two to three areas which you think reflect my strengths? Please give an example if you can.

If possible, could you send this to me by September 1, 2020?

Thank you for your help!

[your signature]