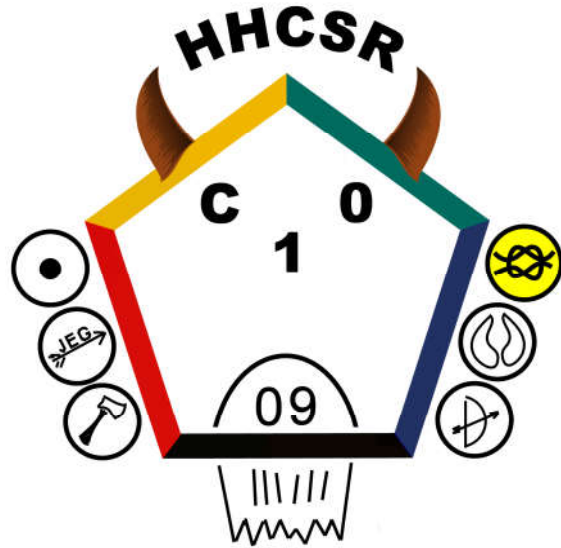


Self Assessment

Jay Lash
Course
Quartermaster



Good Morning – Im Jay Lash, quartermaster for C3-172-14.

This is the session on self assessment.

Ill start with a little about me – As you can see from my totem, I am a Buffalo from course C-10-09 right here at HHCSR. There were six people in my patrol – I am represented by the square knot at the upper right.

The Lash “herd”



My Family:

- Married to my high school sweetheart for 25 years next month
- Daughter is junior at Simpson College studying criminal justice and forensics
- Like many of you, I started this journey when my son joined Cub Scouts. Now he is an Eagle Scout and a freshman at Simpson studying envriro science and outdoor education

Session Objectives

- Understand the importance of self assessment
- View self assessment as way to receive feedback
- Learn methods for performing self assessment



This session will help you understand the importance of self assessment in maximizing your leadership potential. You will come to see self assessment as another method of receiving feedback. And you will learn new tools for self assessment of your own role in Scouting and other leadership situations.

Assessments in Wood Badge

- Stages of Team Development
- Troop meetings (during PLC)
- Patrol project and presentation
- This Wood Badge course



During this Wood Badge course we have talked a lot about assessing team performance:

- We have learned that assessing the enthusiasm and skill level of a team can help us understand its stage development – F/S/N/P. We do this so that we can apply the appropriate leadership style

- We assess each troop meeting during that day's patrol leaders' council meeting. And how does the SPL conclude those PLC meetings? By asking "How are you feeling? How are we doing?" It is an informal assessment but one that may reveal important information.

- After the patrol project presentations this afternoon, you will have the opportunity to assess your project and presentation.

- Near the end of the day tomorrow, you will be asked to assess this WB course as a whole

Does it seem like there is a lot of assessment going on? Yep, there is; and for good reason.

Why Assess?

*If we know where we are,
we can be much more
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If we know where we are, we can be much more effective in charting a course to get us where we want to go.

Our emphasis on assessment during this course has for the most part focused on measuring the progress of teams – how well groups of people have worked on projects, interacted during meetings, and progressed through the various stages of development.

For a few minutes now, let's consider the importance of self-assessment.

Self Assessment

- Monitoring our own progress:
 - Against others
 - Against various standards
 - Toward our goals
- Limitations
 - Unique perspectives
 - Diverse history & background
 - Perception versus reality

In many ways, we are monitoring our own progress all of the time. We measure ourselves against others and against all sorts of standards. When we set goals for ourselves, we have a pretty good sense of where we are in reaching them.

But there are limitations when we listen only to ourselves. We all see the world from our own unique perspectives, based on our particular histories and backgrounds (remember the Generations game?). All of that is further shaded by the way we **want** to see things; which may be different from the way things really are. A much more complete picture of our progress comes through receiving feedback from others.

Early in this course you learned about the importance of feedback – it was one of the skills in the “Listening To Learn” session. Lets take a moment to review the tips for receiving feedback:

Tips For Receiving Feedback

- Seek out feedback
- Listen carefully
- Listen actively
- Listen empathetically
- Be self-aware



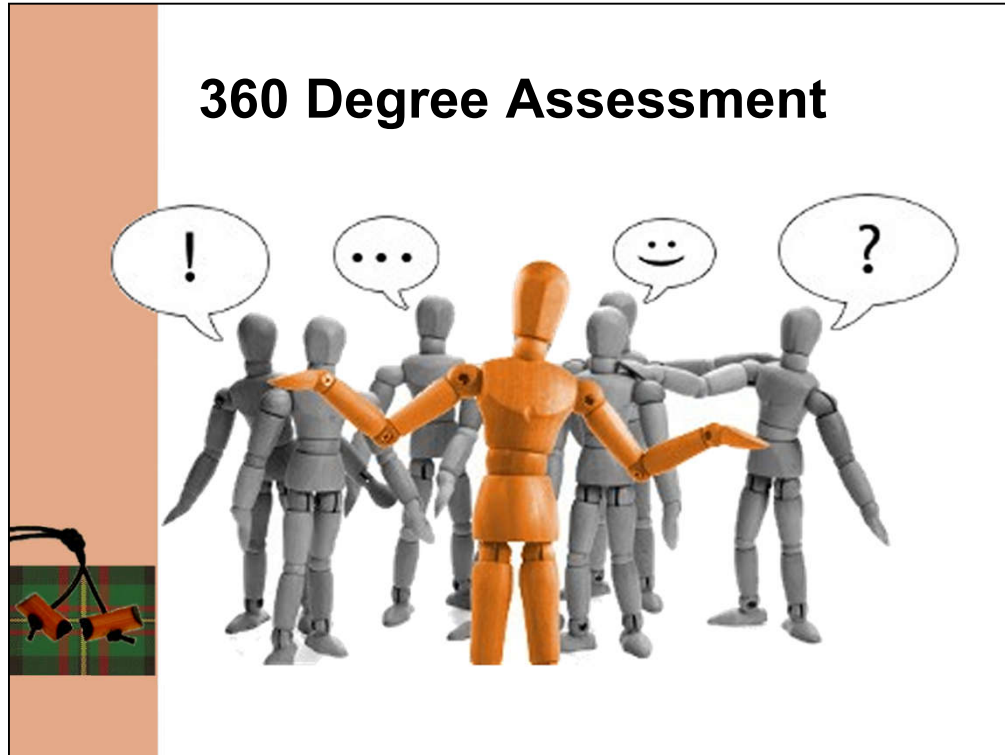
Good leaders constantly seek feedback

Remember, that we should:

- Seek out feedback. It will nearly always provide us with information that will, in some way, help to improve our performance.
- Listen carefully. Receiving feedback requires a heightened awareness of ourselves and of the person offering the feedback.
- Listen actively. Restate the feedback in our own words so that the speaker knows that the message we received is the same as the one she or he intended to send.
- Listen empathetically. Put feedback in its proper context by observing the speaker's body language, tone of voice and emotions. Consider the speaker's reasons for offering feedback.
- Notice how we feel when someone offers us feedback. Becoming angry or defensive can cloud our ability to listen effectively.

Good leaders constantly seek feedback. They always want to learn more about where they are and how they can more effectively move forward.

One of the best ways for us to encourage effective feedback is by developing and using a 360 degree assessment.



The idea of a 360 degree assessment is that feedback comes from all directions.

Think back to the first patrol leaders' council meeting of this course. Remember that it was held "in the round" – all of the participants and staff who were not actively involved in the meeting were sitting around the meeting watching. The observers could be considered the "stakeholders" of the patrol leaders. Each observer had a stake in the outcome of the meeting, and in the success of their patrol leader. Each also viewed the proceedings from his or her own perspective and was evaluating the proceedings in ways that differed from everyone else in that circle.

Stakeholders

- Scouts & Parents
- Unit Leaders
- District & Council staff
- Chartered Organization

Each stakeholder has a different perspective on your performance



As you begin the task of completing the goals for your Wood Badge tickets, each of you will discover that you have stakeholders too – people who have the opportunity to see you in action and who also have an interest in your success.

In Scouting, your stakeholders may be: the Scouts in your unit, or their parents, fellow unit leaders, your district executive or roundtable chair and certainly representatives of your chartered organization. Each of these stakeholders represents a different perspective. Each has seen you in different circumstances and from a unique point of view; each is in a position to offer productive opinions about your progress. Through a 360 degree assessment, these stakeholders can provide you with valuable feedback which can help you develop a course of action to more effectively move toward your goals.

Developing an Assessment - Steps

- Determine the goals
(make them SMART)
- Recruit a facilitator
- Develop a survey
- Identify stake holders
- Compile and apply the results

Make assessment an ongoing part of your leadership approach



So, how do you develop a 360 Degree Assessment?

- 1) Determine the goals for which you want to be assessed. The goals you are writing for your Wood Badge ticket are a good example. Ideally, the goals need to be SMART – specific, measurable, attainable, relevant and time-based
- 2) Join with a facilitator to help with the assessment process. This person should understand how a 360 degree assessment works. If your assessment is to be of your Wood Badge ticket goals, an appropriate facilitator may be your Wood Badge ticket counselor.
- 3) Develop an assessment survey which will provide the kind of feedback that will help you more effectively move toward your goals. The facilitator can help with this.
- 4) Identify several of your stakeholders who can offer a wide range of perceptions about your progress. Provide each with a copy of the survey and a stamped envelope addressed to your facilitator. Assure each stakeholder that only the facilitator will see the survey responses.
- 5) Upon receiving the completed surveys, your facilitator will compile the results, then meet with you to discuss the assessment and talk about ways that you can use the results to more effectively move toward your goals.
- 6) Finally, make assessment an ongoing part of your Scouting responsibilities and, where appropriate, in other areas of your life. Self assessment should not be a one-time event, but rather a constant tool for gaining a clearer understanding of your strengths and the areas where you can improve.

Developing an Assessment - Tips

- Provide clear instructions
- Questions based on desired goals
- Assess what can be measured
- Simple choices for answering
 - Green, Yellow, Red
 - Way to Go / Ways to Grow
 - Start, Stop, Continue
- “Anything else that would be helpful?”



Things to remember when developing an assessment:

- Instructions to the stakeholders should be clear and unambiguous. Stakeholders should understand why they are taking part in the assessment, how it will be used, and that only the facilitator will see their answers
- Questions should focus on the goals you are striving to reach. The feedback generated by the questions should lead to real changes that will bring you closer to your goals.
- Feedback comes from what those completing the survey have actually observed and can measure. There is nothing to be gained in asking them to assess what they have not seen or cannot in some way quantify.
- Answers to the questions can be simple and straightforward. Offer stakeholders two or three options such as the following:
 - Green Light (this is good, keep going), Yellow Light (this could be better), Red Light (There are some serious concerns here)
 - Way to Go, or Ways to Grow
 - Start, Stop, Continue

The survey should also have space for stakeholders to add any additional comments or suggestions they feel would be helpful. This kind of open-ended feedback can be extremely valuable.

As A Tool for Leading Change

Self Assessment can help us to

- Anticipate change
- Empower others to help
- Identify values, mission & vision
- Establish urgency
- Create a culture not afraid to change



Self assessment can lead to positive change. But the prospect of change can be scary. While we may resist change for all sorts of reasons, we know that leading change can help make it positive. Using self assessment can help us to lead change:

- Showing how well we are advancing toward our goals and identifying areas that need improvement helps us to anticipate change
- We can empower others to help lead change by giving them an opportunity to voice their opinions, then engaging them to help implement the changes
- If the values, mission and vision of a group are not already well defined, assessment can help clarify them
- A sense of urgency is established when assessment makes us aware of serious shortcomings
- Early identification of issues makes them easier to address. Smaller, incremental changes are not as scary as big sweeping changes.

Summary

- Assessment shows how we are doing
- Different stakeholders have different perspectives
- Be selective with assessments
- Critical part of leading change



To wrap things up...

- Assessment is an important tool for determining how we are doing and where we should focus our efforts to improve
- Other people and groups have a stake in our success, and each of them has a different perspective on our progress
- Only ask people to assess what they have observed or can measure. Only ask them to assess things relevant to your goals
- Assessment often reveals the need for change – we can use it as a tool to lead change

**What's Your
Assessment?**



Finally, I will leave you with this thought:

Good 360 degree assessments can help people discover differences between how they perceive themselves (or their progress) and how others perceive them.