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## **Sample Learning Options Based on Your Eno Transit Mid-Manager 360 Feedback**

### **Knowledge/Strategic**

- Read what your manager reads
- Read transit-related newsletters, magazines and journals
- Read “*Execution*” by Bossidy & Charan
- Interview someone who possesses the knowledge you desire and ask how they acquired it
- Attend industry-related conferences
- Get invited to strategic meetings
- Seek a mentor (inside or outside your organization) who is strategically accomplished

### **Character**

- Ask colleagues/manager for recommended reading
- Ask your Impact Group leader and co-members for candid feedback about your behavior and try new ways of interacting
- Seek specific recommendations from employees to improve trust and respect among the team
- Together with your Impact Group leader and co-members, work through your thoughts and feelings associated with your 360 feedback and role-play desired behavior
- Ask your direct reports to help you identify the impact of your leadership style, and specific changes to make

### **Interpersonal Skills**

- Join a professional organization such as Toastmasters
- Observe and copy diplomatic techniques used by others, especially leaders who are both firm and respectful
- Solicit feedback from a colleague after major meetings
- Practice Insight Strategies’ 7-Steps to Whole-brained Listening™ or other communication strategies that you need to develop most
- Maintain relationships with college friends and former colleagues – connect on social media, send emails, meet face-to-face every now and then
- Demonstrate interest in your colleagues and subordinates’ personal lives or activities
- Find one good trait in every person

### **Innovation/Change**

- Volunteer to lead a change initiative
- Observe and copy the methods of the most innovative people in your organization
- Identify and lead a process improvement effort on your team; if successful, ensure the results are visible to upper-level management
- Work one-on-one with an Insight Strategies Coach to develop your change management skills

### **Building Talent**

- Conduct an Insight Strategies Employee Engagement Interview™ with each member of your team
- Conduct an Insight Strategies Retention Risk Assessment™ to assess the performance and potential of your staff
- Conduct an Insight Strategies' GR<sup>3</sup>ASP™ ASSESSMENT—DOWN to assess your team
- Observe and copy the methods of leaders who display talent management skills
- Ask your staff to identify the most important skills they require to meet business goals
- Consult with your HR/OD staff to better understand your development options

### **Leadership/Motivation**

- Read *“What Leaders Really Do”* by John P. Kotter
- Conduct an Insight Strategies Employee Engagement Interview™ with each member of your team to find out how people really want to be recognized
- Work one-on-one with an Insight Strategies Coach on motivation and recognition strategies
- Ask your staff what tasks or projects they would like to assume
- Ask your manager and/or HR to verify which of your staff are capable of more responsibility
- Ask your staff to list what they want you to “do more” and “do less” in the next 60 days to assist their results
- Spend time each day removing obstacles for your people
- Ask your staff to recommend better ways for you to manage meetings
- As long as your people are talented, involve them in as many decisions as possible
- Solicit feedback from a colleague after major meetings to better understand how you operate
- Work with an Insight Strategies Coach to help develop your influence and persuasion skills

## Execution

- Read “*Execution*” by Bossidy & Charan
- Work with an Insight Strategies Coach to improve your time management and delegation skills
- Meet with your manager weekly to review priorities and cascade to your staff
- Ask your manager and staff to list anything that can be eliminated or simplified (reports, paperwork, projects, bureaucratic habits, etc.)
- Interview the best-performing leaders you know, asking how they hold their people accountable
- Cross train
- Survey other departments to determine their view of the service and cooperation your department provides
- Take other functional managers to lunch and ask them what they need from you
- Lead a task force
- Volunteer for a special assignment
- Take on some of your manager’s duties