



TREC's Leader Feedback and Coaching Program: Helping You Excel and Enjoy the Leadership Role

The 360 Leadership report was incredibly valuable, and rich with insights into how I am perceived by those with whom I am working most closely. Both the report and the coaching have been wonderful tools to help me focus on the things I need to work on to be more effective, as well as the things I am good at so I can bring them to the fore. The report gives you the "baseline" data to work with and set personal development goals while the coaching keeps challenging and supporting you to move forward in reaching those goals in very specific, concrete ways. I feel like a dry sponge that someone has added water to, because this type of useful, focused feedback has been really lacking until now in my professional life.

— TREC Leadership Feedback and Coaching Participant

Is this program for me?

Are you...

- Challenged or overwhelmed by a new leadership role?
- Feeling pressure or desire to improve your management skills, or improve your rapport with colleagues?
- Trying to find the appropriate balance between the campaign work you love, and administrative work you can't avoid?
- Leading a major change in your organization and wanting to do the absolute best possible job?
- Looking for outside perspectives on how you're performing?
- Sensing the need for more balance between work and your personal life?
- Feeling adrift, and wondering if you need a job or career change?

TREC's Leader Feedback and Coaching Program is receiving rave reviews from executive directors and other senior leaders wrestling with these and other challenges.

To apply, you must work for a Wilburforce Foundation grantee and be a senior leader (e.g. executive director, or other senior manager like conservation director, development director or associate director). Resources limit the number of leaders we can accept, and in addition to the quality of the application, choices are based on the urgency of the group's near-term challenges.

How does it work?

The saying "it's lonely at the top" is the hard truth for many leaders – especially in the conservation community. Many leaders just fall into their role, and rarely receive any guidance, feedback or coaching.

This TREC program typically combines a 360-Degree Feedback Survey with tailored coaching from a seasoned TREC Senior Associate.

The 360-Degree Feedback survey seeks constructive input on your handling of the challenges and responsibilities that go with leading an environmental organization. The assessments, held confidential, are gathered from a 360-degree range of people you choose from among co-workers, colleagues, Board, collaborators, funders, and others familiar with your leadership style. Data is collected via the Internet or fax and compiled in a detailed, easy-to-read report with ratings and written comments grouped by responder type. You review the report in a confidential meeting with your TREC coach.

Leadership Coaching follows the 360-Degree feedback report. In phone discussions with your coach, you explore the leadership goals that you want to work toward, lay plans to move ahead, gain insight into the challenges and barriers you'll meet, and make commitments to action. Conversations with your coach are strictly confidential, and typically involve 45 minute phone calls every 2 to 3 weeks, spread over a period of 3 to 6 months.

The whole process is tailored to fit your needs, schedule and circumstances, and is completely confidential. It is designed to meet leaders where they are and give them the focused support that usually can't be provided through workshops and retreats. (*Note: Participants in TREC's Strategic Leadership Series receive the same feedback and coaching described here, so you should not apply for both programs.*)

How is the 360-degree feedback used?

The 360 degree feedback was an incredible, pivotal experience and it was essential to shedding my skin and taking charge of my organization and my life.

— 360 Degree Feedback Recipient

Feedback from the 360-degree assessment is exclusively for your own leadership development; this makes it very different from a personnel evaluation. The report and

coaching will help you better appreciate where you are already seen as strong and able, and where others feel you have an opportunity to be more effective.

Within TREC, only Leadership Program Director David Thomson and your TREC coach will see your feedback report. We may urge you to share feedback in some way with others, perhaps a supportive person on your Board interested in your development. The choice on whom you share the report with is entirely yours, however, and we generally caution against dissemination that is too wide.

Are you ready for feedback and coaching?

One of the most defining qualities of a leader is being thick-skinned. You need to absorb even the harshest, most tactlessly given criticism and use it to grow strength rather than feeding despair. The 36-degree feedback process is an opportunity for you to open yourself to direct analysis of your strengths and weaknesses.

— **360 Degree Feedback Recipient**

The one-on-one coaching was absolutely critical to being able to implement change in my personal leadership habits as well as how I work with others.

— **An executive director recently coached by TREC**

This process should not be taken lightly. Though we urge respondents to be constructive and fair-minded, some feedback may surprise, or in some cases upset, you. Before you proceed, ensure that this is the right time: that you are in a receptive, inquisitive frame of mind, and that you have the motivation to address issues that might arise and demand significant changes on your part.

In addition, by asking other people to give you feedback, you automatically set up expectations that this input, especially if constructive, will be taken seriously. In telling TREC that you want to pursue this process, you make a commitment to explore yourself, tackle blind spots, and leverage your existing strengths.

Coaching is also not something to take lightly. Your coach is not just a sympathetic ear, but someone who will poke and prod you to act on the issues raised in your 360. You must be ready to explore and learn about yourself as a leader, and to put your insights into practice in your organization and your life. Understand also that coaching is not just a call every two weeks. Rather, “coaching happens between the calls” as you apply your learning in tangible, everyday actions.

The bottom line: before entering this program, have significant personal leadership goals, or significant leadership challenges you are wrestling with. And be willing to learn and change.

How do I apply?

This offering is available throughout the year, based on the availability of one a TREC Senior Associates who provides coaching. Again, you **must** work for a current Wilburforce Foundation grantee and be a senior leader of your organization.

Complete your application, and email it to David Thomson, TREC's Leadership Program Director, David@trec.org There are no guarantees your application will be successful; regrettably there is currently more demand than available resource.

We will get back to you soon after your application is received.

Questions?

Questions, concerns or doubts you'd like to raise before applying? Contact David Thomson at (604) 987-3667. Your inquiry will be kept confidential within the TREC team.

Personal Integrity and Resilience

1. Is honest and straightforward
2. Protects the reputation of internal and external colleagues and of the organization
3. Can be trusted to meet their commitments
4. Models desired behaviors - “walks the talk”
5. Manages their personal priorities, time and energy well
6. Demonstrates flexibility and a positive attitude under changing, challenging situations

Strategic Focus

1. Demonstrates solid competency in advocacy tools, strategies and knowledge
2. Acts as a catalyst for the creation and maintenance of their campaign’s or organization’s vision
3. Effectively communicates organization vision, mission and strategy inside and outside the organization
4. Ensures staff’s activities and objectives align with the organization’s priorities
5. Builds and maintains effective working relationships with key external players
6. Uses their time effectively in addressing strategic priorities and avoids getting distracted in unnecessary details
7. Effectively delegates appropriate objectives and tasks to others

Achieving results by working with others

1. Leads in a way that inspires confidence and optimism
2. Sets challenging yet attainable performance objectives
3. Devotes adequate time and energy to helping and coaching others
4. Gives useful, timely performance feedback
5. Provides clear-cut decisions in a timely manner
6. Is effective in getting support from others for their ideas & initiatives
7. Shares key information others need to do their jobs well
8. Promotes collaboration where appropriate
9. Effectively recognizes the accomplishments and contributions of others
10. Strives for an effective relationship with the Board of Directors
11. Respects the opinions of others
12. Communicates in a clear and compelling manner

Organizational sustainability

1. Ensures the organization or project anticipates and adjusts to internal and external changes
2. Has a long term view of the resources required to fulfill the project’s or organization’s long-term needs
3. Strives for an appropriate level of diversity in the project’s or organization’s funding base
4. Creates an atmosphere of trust and openness to new ideas, and encourages innovation
5. Involves others in decisions about change and its implementation
6. Provides adequate financial oversight leadership
7. Supports colleagues’ needs to balance work with other commitments