

**re:Mind** ● PARADOX™

# Leadership Assessment: Managing the PARADOXES of Innovation

Feedback for Logan Sample  
April 2023



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**Your re:Mind™ report includes feedback from the following numbers of raters:**

- Self = 1
- Immediate Boss = 1
- Superiors = 3
- Peers = 5
- Direct Reports = 3
- Other Raters = 8
- *“All Raters” Total* = 20 (not including you)

INTRODUCTION



# Par • a • dox

[noun] *A truth that contains contradictory elements, but is true nonetheless*

## The Fundamental Paradox: Unleash & Harness Diversity of Thought

Innovation is rarely the result of an individual genius having an ‘aha’ moment. Instead, innovation is usually the result of the collaboration of individuals with diverse experiences and expertise, who are willing and able to experiment, iterate, and learn their way to an innovative solution. In fact, innovative teams mostly act as opposed to plan their way to solutions.

Leading innovation requires that leaders act in what many experience as unaccustomed or uncomfortable ways. They must navigate six tensions—or paradoxes—inherent in creating the environment required for innovation.

**The fundamental paradox at the heart of innovation is the need to unleash the talents of diverse individuals and, in the end, to harness those talents to come up with an innovative solution to a challenge or opportunity that the organization faces. Both processes are essential.**

**Unleashing** is how new ideas and options get identified or created. **Harnessing** is how those ideas and options are leveraged and shaped into a useful solution.

<b>Unleash</b>	<b>Harness</b>
<b>INDIVIDUAL</b>	<b>COLLECTIVE</b>
<b>SUPPORT</b>	<b>CONFRONTATION</b>
<b>LEARNING AND DEVELOPMENT</b>	<b>PERFORMANCE</b>
<b>IMPROVISATION</b>	<b>STRUCTURE</b>
<b>PATIENCE</b>	<b>URGENCY</b>
<b>BOTTOM UP</b>	<b>TOP DOWN</b>

Leaders need to be versatile in their behavior—continuously recalibrating what others need from them as they engage in innovative problem-solving. Does the leader need to prompt others to unleash more ideas to create a robust pipeline, or has the time come to harness those ideas, seek alignment, and move toward a solution? Leaders who live predominantly on the “harness” side will never unleash the full potential of their people and their ideas. And those who overplay the “unleash” side will be unable to leverage others’ new ideas—the team will experience continual chaos and conflict, never aligned enough in their efforts to solve for the collective good.

Leading innovation requires judgment—knowing both when and how to adapt one’s behavior to meet the needs of a team or organization as they engage in the emotionally and intellectually challenging process of innovative problem-solving.

## About the re:Mind™ Paradox Report

This report provides a snapshot of how others perceive your BEHAVIORS and how others assess your JUDGMENT about which BEHAVIORS to rely on when leading in different situations.

Your feedback providers answered the assessment items using a 6-point response scale to indicate:

- Whether a specific item described your behavior (your “**BEHAVIORS**”) and
- Whether they found that behavior situationally appropriate (your “**JUDGMENT**”)

### The 6-point Response Scale

Your raters answered the assessment items using a six-point response scale indicating the extent to which they agree the **BEHAVIORS** are descriptive of you.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

*\* Additionally, there is a “Not Applicable / Don’t Know” response option*

### Normative Comparison

The color-coding seen throughout the report shows how your feedback compares to a normative database by indicating which percentile your score falls into.



### How to read this report

As you look through the results, notice what resonates with you and what surprises you. What behaviors do your raters see in you? Moreover, to what extent do they believe you demonstrate good judgment in deciding when an approach is situationally appropriate? Given these responses, where do you see developmental opportunities?

The first time you look through the results, we recommend that you:

- |   |  |   |  |
|---|--|---|--|
| <p><b>1</b></p> <p>Immerse yourself in the data. Resist the temptation to draw premature conclusions. <b>Don’t jump to solutions.</b></p> | <p><b>2</b></p> <p>Review feedback on the individual behavioral items in each paradox pair. <b>Take a holistic view of your feedback:</b> Where are you strong? Where can you fine-tune your behavior?</p> | <p><b>3</b></p> <p>Resist the human tendency to dwell on negative feedback. Remember that strengths are just as (if not more) revealing. <b>Look at <u>all</u> the results.</b></p> | <p><b>4</b></p> <p>Don’t try to figure out who said what. <b>The content of what is said matters more.</b></p> |
|---|--|---|--|



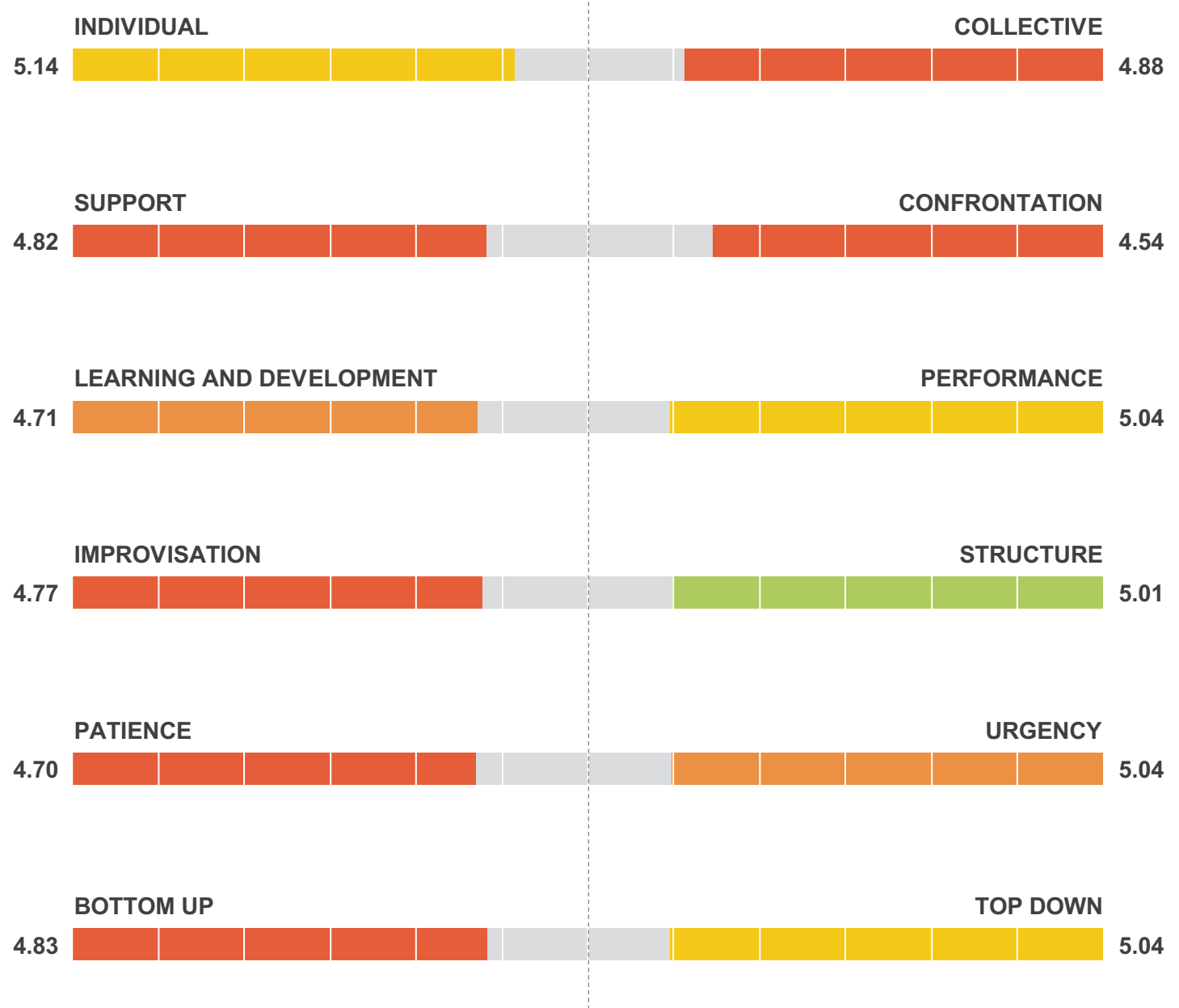
# **SUMMARY RESULTS**

## SUMMARY RESULTS: BEHAVIORS

This section shows how your raters assessed your BEHAVIORS associated with each set of paradoxes. The length of the bar represents your overall numerical score, calculated as an average of your raters' feedback (leaving out raters who responded with "Not Applicable / Don't Know"), while the color of the bar identifies how you compare with other leaders on these measures.

### BEHAVIORS

ALL RATERS



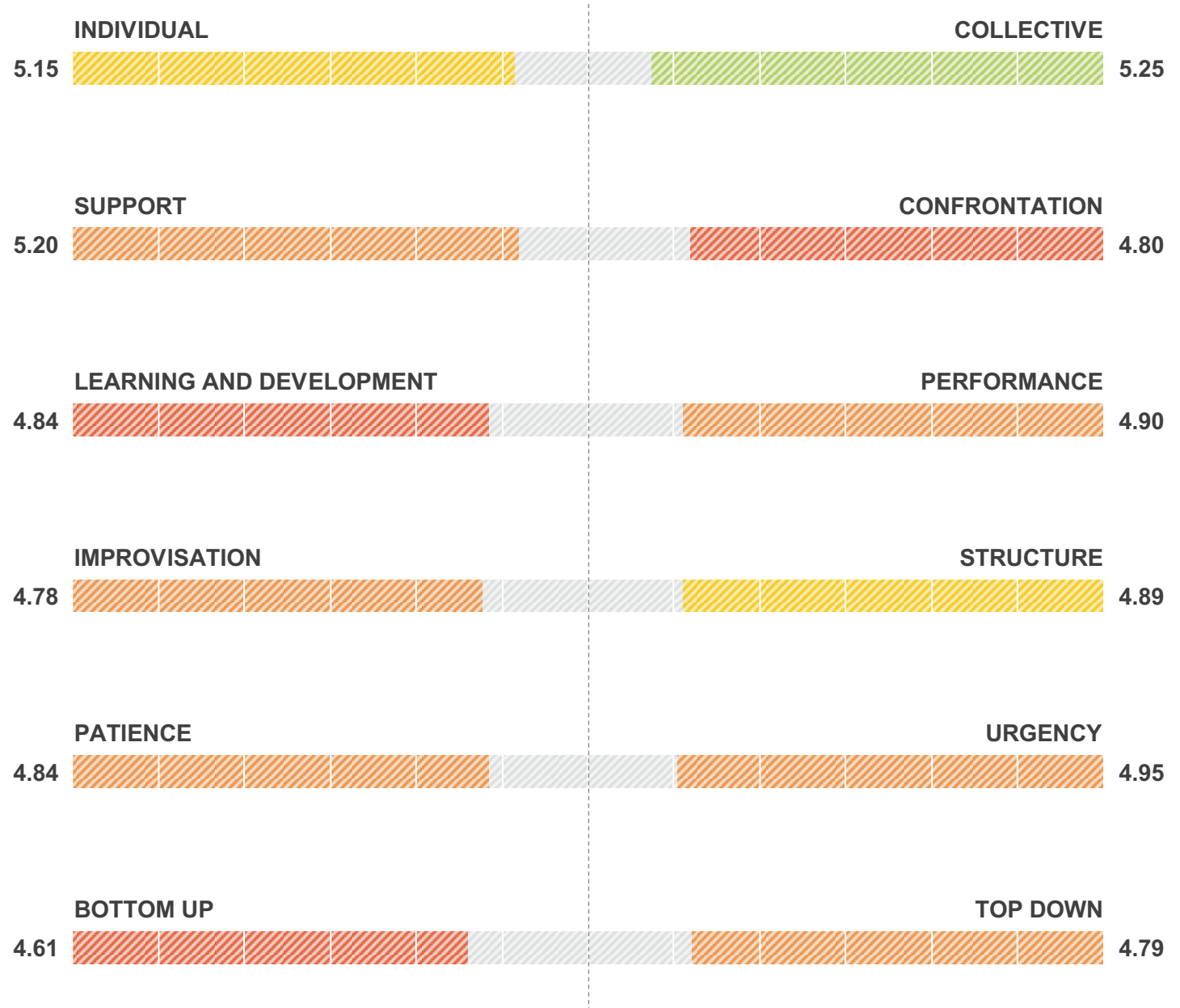
PERCENTILE 0% - 20% >20% - 40% >40% - 60% >60% - 80% >80% to 100%

## SUMMARY RESULTS: JUDGMENT

This section shows how your raters assessed your JUDGMENT about which behaviors to rely on when leading in different situations. The length of the bar represents your overall numerical score, calculated as an average of your raters' responses, while the color of the bar identifies how you compare to a normative database.

### JUDGMENT

ALL RATERS



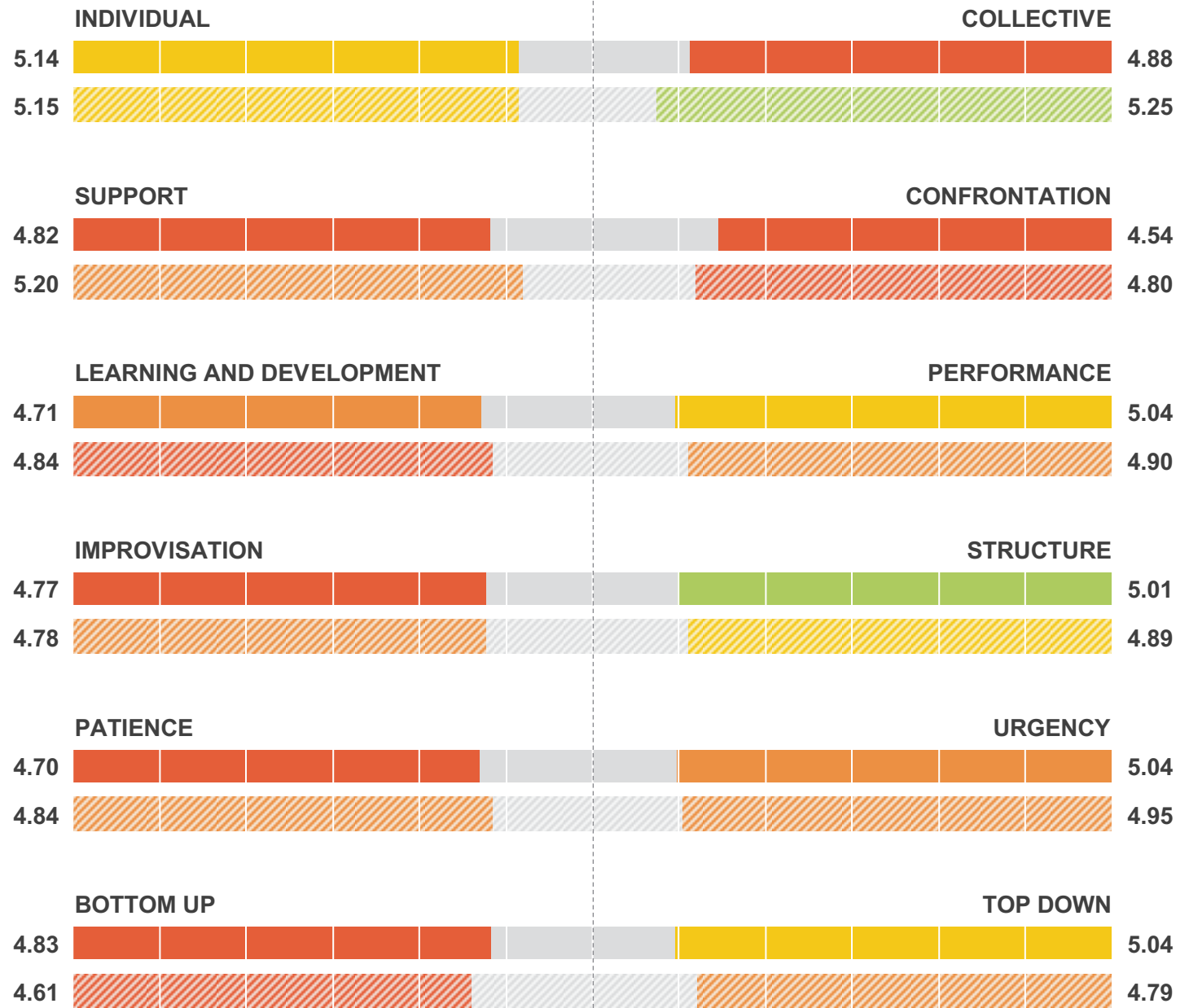
PERCENTILE 0% - 20% >20% - 40% >40% - 60% >60% - 80% >80% to 100%

# SUMMARY RESULTS: BEHAVIORS AND JUDGMENT

This section shows how your raters assessed both your BEHAVIORS and your JUDGMENT when navigating the paradoxes inherent in leading innovation.

**BEHAVIORS**   
**JUDGMENT** 

ALL RATERS



PERCENTILE ■ 0% - 20% ■ >20% - 40% ■ >40% - 60% ■ >60% - 80% ■ >80% to 100%





# DETAILED RESULTS

## DETAILED RESULTS

The following pages provide more detail about how your raters described your BEHAVIORS and JUDGMENT for each of the six paradox pairs.

### ↔ Paradox 1: Affirm the Individual *and* the Collective

Leaders need to *amplify* individual differences to encourage diversity of thought and produce a rich and robust pipeline of ideas. They also need to *leverage* and *align* those individual differences to find innovative solutions that fulfill the purpose of the group.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>AFFIRM THE INDIVIDUAL</b>	<b>5.33</b>	<b>5.14</b>	<b>4.00</b>	<b>4.78</b>	<b>5.29</b>	<b>5.22</b>	<b>5.33</b>
1. Recognizes the unique experience or expertise that others bring to a problem	5.00	5.25	4.00	4.67	5.40	5.33	5.50
2. Ensures each individual has the opportunity to provide input	6.00	5.10	4.00	4.67	5.40	5.33	5.12
3. Allows others to pursue their particular passions and ideas	5.00	5.06	4.00	5.00	5.00	5.00	5.40
<b>AFFIRM THE COLLECTIVE</b>	<b>5.00</b>	<b>4.88</b>	<b>3.67</b>	<b>4.29</b>	<b>5.13</b>	<b>5.11</b>	<b>4.96</b>
4. Helps others consider what is best for the whole organization, not just for themselves	5.00	4.84	3.00	4.50	5.00	5.67	4.75*
5. Holds others accountable for working together as a team	4.00	4.60	3.00	4.00	5.00	4.67*	4.75
6. Helps others see how their work directly contributes to the organization's purpose	6.00	5.22	5.00	4.50	5.40	5.00	5.43

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>AFFIRM THE INDIVIDUAL</b>	<b>6.00</b>	<b>5.15</b>	<b>6.00</b>	<b>4.67</b>	<b>5.00</b>	<b>5.00*</b>	<b>5.38</b>
<b>AFFIRM THE COLLECTIVE</b>	<b>5.00</b>	<b>5.25</b>	<b>6.00</b>	<b>4.00</b>	<b>5.40</b>	<b>6.00</b>	<b>5.25*</b>

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item

PERCENTILE ■ 0% - 20% ■ >20% - 40% ■ >40% - 60% ■ >60% - 80% ■ >80% to 100%

## DETAILED RESULTS

### ↔ Paradox 2: Provide Support *and* Encourage Confrontation

Leaders must *support* people in the free and full expression of their ideas while also encouraging everyone to *challenge* all ideas. They create a context where people feel safe to share their thoughts—yet also encourage those with dissenting voices to ask hard questions.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>PROVIDE SUPPORT</b>	<b>5.00</b>	<b>4.82</b>	<b>3.67</b>	<b>4.38</b>	<b>5.20</b>	<b>4.44</b>	<b>5.05</b>
7. Focuses others on learning from failures rather than placing blame on others	6.00	5.22	5.00	4.67	5.60	5.00*	5.33
8. Encourages others to actively listen to each other	5.00	4.70	3.00	4.33	5.00	4.33	5.00
9. Makes it safe for others to say what they think, including contrarian points of view	4.00	4.58	3.00	4.00	5.00	4.00*	4.88
<b>ENCOURAGE CONFRONTATION</b>	<b>4.67</b>	<b>4.54</b>	<b>3.00</b>	<b>4.44</b>	<b>4.57</b>	<b>4.67</b>	<b>4.71</b>
10. Encourages others to describe the pros and cons of their own ideas	4.00	4.45	3.00	4.67	4.20*	4.33	4.75*
11. Asks others for evidence to back up their position	6.00	4.60	3.00	4.00	5.00	5.00	4.62
12. Encourages others to ask probing questions of each other	4.00	4.58	3.00	4.67	4.50*	4.67	4.75*

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>PROVIDE SUPPORT</b>	<b>6.00</b>	<b>5.20</b>	<b>5.00</b>	<b>4.67</b>	<b>5.20</b>	<b>5.67</b>	<b>5.25</b>
<b>ENCOURAGE CONFRONTATION</b>	<b>4.00</b>	<b>4.80</b>	<b>3.00</b>	<b>4.00</b>	<b>5.40</b>	<b>4.67*</b>	<b>5.00</b>

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item



## DETAILED RESULTS

### ↔ Paradox 3: Foster Learning and Development *and* Drive for Performance

Leaders balance the need for learning and development with the need for performance. They must be willing to let their team experiment and iterate to *learn*, while also creating guardrails so that failures are not catastrophic and the organization's demands for *performance* are met.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>FOSTER LEARNING AND DEVELOPMENT</b>	5.00	4.71	4.67	4.50	4.77	4.44	4.89
13. Ensures others have time to learn from one another	5.00	4.81	4.00	5.00	5.00	4.33*	5.00
14. Encourages others to look outside the organization for new ways of doing things	4.00	4.56	5.00	4.67	4.25	4.33*	4.80*
15. Helps others understand that missteps or even failures are to be expected when trying new ways of doing things	6.00	4.74	5.00	4.00	5.00	4.67*	4.86
<b>DRIVE FOR PERFORMANCE</b>	4.67	5.04	4.00	4.86	5.36	5.22	5.00
16. Holds others accountable for results	4.00	4.81	4.00	4.50	5.33	5.33	4.57*
17. Sets high standards for performance	5.00	5.16	4.00	5.00	5.50	5.33	5.12*
18. Conducts frequent reviews to ensure deadlines and budgets are met	5.00	5.13	4.00	5.00	5.25	5.00	5.40

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>FOSTER LEARNING AND DEVELOPMENT</b>	6.00	4.84	4.00	5.00	5.00	4.33*	5.00*
<b>DRIVE FOR PERFORMANCE</b>	5.00	4.90	3.00	5.00	5.20	5.00	4.88*

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item



## DETAILED RESULTS

### ↔ Paradox 4: Promote Improvisation *and* Impose Structure

Leaders create settings where people have latitude and autonomy to innovate, though they should never grant complete, unlimited freedom. They manage the tension between a team's desire to innovate through *experimentation and learning* and the need to put in place structure—goals, boundaries, constraints—so ideas will be pursued as *efficiently and effectively* as possible, and not pursued endlessly.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>PROMOTE IMPROVISATION</b>	<b>5.00</b>	<b>4.77</b>	<b>3.33</b>	<b>4.62</b>	<b>5.00</b>	<b>4.89</b>	<b>4.86</b>
19. Gives others flexibility to experiment	5.00	4.69	4.00	5.00	4.67	4.67*	4.71*
20. Is open to different ways of getting things done	5.00	4.79	3.00	4.33	5.00	5.00	5.00*
21. Is willing to adapt structures or processes to encourage experimentation	5.00	4.82	3.00	4.67	5.25	5.00*	4.83*
<b>IMPOSE STRUCTURE</b>	<b>5.50</b>	<b>5.01</b>	<b>4.75</b>	<b>4.80</b>	<b>5.21</b>	<b>5.25</b>	<b>4.93</b>
22. Clearly defines roles and responsibilities	5.00	5.11	6.00	5.00	5.25	5.00	5.00*
23. Establishes clear decision-making rights	6.00	4.94	5.00	5.00	5.33	5.33	4.57*
24. Sets clear parameters when delegating responsibilities	5.00	4.93	3.00	5.00	5.33	5.33	4.83*
25. Defines clear metrics to measure progress	6.00	5.06	5.00	4.33	5.00	5.33	5.33

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>PROMOTE IMPROVISATION</b>	<b>5.00</b>	<b>4.78</b>	<b>3.00</b>	<b>4.50</b>	<b>5.25</b>	<b>5.00*</b>	<b>4.75</b>
<b>IMPOSE STRUCTURE</b>	<b>5.00</b>	<b>4.89</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.67</b>	<b>4.62*</b>

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item

PERCENTILE ■ 0% - 20% ■ >20% - 40% ■ >40% - 60% ■ >60% - 80% ■ >80% to 100%

## DETAILED RESULTS

### ↔ Paradox 5: Show Patience and Urgency

Leaders understand that innovation follows its own schedule, since innovative teams mostly act rather than plan their way to solutions, yet they remain mindful of the urgency of the problem or opportunity to be addressed. They know ideas need time to develop, but they also know when it is time to *move forward*.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>SHOW PATIENCE</b>	<b>4.33</b>	<b>4.70</b>	<b>3.33</b>	<b>4.50</b>	<b>5.10</b>	<b>4.67</b>	<b>4.80</b>
26. Ensures that multiple alternatives are considered	4.00	4.61	3.00	4.00	5.00	4.67*	4.86
27. Encourages others to work through challenges rather than pursuing the easiest path	4.00	4.69	3.00	4.67	5.67	4.67*	4.50*
28. Gives others the time they need to further develop or integrate ideas	5.00	4.81	4.00	5.00	4.67*	4.67*	5.00
<b>SHOW URGENCY</b>	<b>5.33</b>	<b>5.04</b>	<b>3.67</b>	<b>5.00</b>	<b>5.58</b>	<b>5.44</b>	<b>4.79</b>
29. Keeps others focused on meeting critical deadlines	5.00	5.11	4.00	5.00	5.50	5.67	4.88*
30. Drives for resolution of issues that require immediate attention	6.00	5.26	4.00	5.00	5.75	5.67	5.12
31. Ensures others work at a pace necessary to meet pressing business needs	5.00	4.72	3.00	5.00	5.50	5.00	4.38*

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>SHOW PATIENCE</b>	<b>6.00</b>	<b>4.84</b>	<b>4.00</b>	<b>4.33</b>	<b>4.50</b>	<b>4.67*</b>	<b>5.38</b>
<b>SHOW URGENCY</b>	<b>6.00</b>	<b>4.95</b>	<b>5.00</b>	<b>4.67</b>	<b>5.25</b>	<b>5.00*</b>	<b>4.88*</b>

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item

PERCENTILE ■ 0% - 20% ■ >20% - 40% ■ >40% - 60% ■ >60% - 80% ■ >80% to 100%

## DETAILED RESULTS

### ↔ Paradox 6: Encourage Bottom Up Initiative *and* Intervene Top Down

Leaders manage the delicate balance between bottom up initiatives and top down interventions. They know most innovation comes from *empowering* the team and encouraging people to share ideas, yet are prepared to offer selective and timely *direction* when required.

Behaviors	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>ENCOURAGE BOTTOM UP INITIATIVE</b>	5.67	4.83	3.33	4.43	5.00	4.78	5.09
32. Empowers others to make decisions	5.00	4.69	3.00	4.50	4.33	5.00*	5.00*
33. Solicits input from the right people before making decisions	6.00	5.16	4.00	4.67	5.25	4.67*	5.62
34. Delegates decision-making to the people best equipped to make the decision	6.00	4.59	3.00	4.00	5.33	4.67*	4.62*
<b>INTERVENE TOP DOWN</b>	5.00	5.04	4.67	4.62	5.00	5.75	5.00
35. Steps in to make decisions for others when necessary	5.00	4.95	4.00	4.33	5.00	5.67	5.00*
36. Intervenes when someone behaves inconsistently with organizational values	4.00	4.85	5.00	5.00	4.50	6.00	4.40*
37. Takes charge to ensure others meet expectations	6.00	5.28	5.00	4.50	5.25	5.67	5.38

Judgment	SELF	ALL RATERS	BOSS	SUPERIORS	PEERS	DIRECT REPORTS	OTHER RATERS
<b>ENCOURAGE BOTTOM UP INITIATIVE</b>	5.00	4.61	5.00	4.33	4.33	4.67*	4.75*
<b>INTERVENE TOP DOWN</b>	5.00	4.79	5.00	4.33	5.25	5.00	4.62*

\* There was a large difference (3 points or more) amongst the scores provided by this rater group for this item





# **NARRATIVE RESPONSE**



## NARRATIVE RESPONSE

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What could Logan Sample do to be more effective in balancing the competing demands of “unleashing” and “harnessing” diversity of thoughts?

**Self**

- 

**Immediate Boss**

- 

**Superiors**

- 

**Peers**

- 

**Direct Reports**

- 

**Other Raters**

-



# **SUPPLEMENTAL DATA**

## HIGHEST AND LOWEST RATED BEHAVIORS

Below you will find the five BEHAVIORS for which you had the highest averages from **from all your raters**, and the five for which you had the lowest averages. In the case of ties, more than five behaviors are listed.

### ↑ Highest-rated Behaviors from All Raters






37. Takes charge to ensure others meet expectations	TOP DOWN	5.28	
30. Drives for resolution of issues that require immediate attention	URGENCY	5.26	
1. Recognizes the unique experience or expertise that others bring to a problem	INDIVIDUAL	5.25	
6. Helps others see how their work directly contributes to the organization's purpose	COLLECTIVE	5.22	
7. Focuses others on learning from failures rather than placing blame on others	SUPPORT	5.22	

### ↓ Lowest-rated Behaviors from All Raters

10. Encourages others to describe the pros and cons of their own ideas	CONFRONTATION	4.45	
14. Encourages others to look outside the organization for new ways of doing things	LEARNING AND DEVELOPMENT	4.56	
9. Makes it safe for others to say what they think, including contrarian points of view	SUPPORT	4.58	
12. Encourages others to ask probing questions of each other	CONFRONTATION	4.58	
34. Delegates decision-making to the people best equipped to make the decision	BOTTOM UP	4.59	

## GREATEST DIFFERENCES

Listed below are the five BEHAVIORS (plus any ties) for which **the differences between your Self-scores and your All Raters scores were greatest.**

				Diff
<b>34.</b> Delegates decision-making to the people best equipped to make the decision	BOTTOM UP	Self 6.00 All Raters 4.59		<b>1.41</b>
<b>11.</b> Asks others for evidence to back up their position	CONFRONTATION	Self 6.00 All Raters 4.60		<b>1.40</b>
<b>15.</b> Helps others understand that missteps or even failures are to be expected when trying new ways of doing things	LEARNING AND DEVELOPMENT	Self 6.00 All Raters 4.74		<b>1.26</b>
<b>23.</b> Establishes clear decision-making rights	STRUCTURE	Self 6.00 All Raters 4.94		<b>1.06</b>
<b>25.</b> Defines clear metrics to measure progress	STRUCTURE	Self 6.00 All Raters 5.06		<b>0.94</b>



# REFLECTION AND ACTION PLAN

## QUESTIONS FOR REFLECTION

### Unleash

### Harness

INDIVIDUAL

COLLECTIVE

SUPPORT

CONFRONTATION

LEARNING AND  
DEVELOPMENT

PERFORMANCE

IMPROVISATION

STRUCTURE

PATIENCE

URGENCY

BOTTOM UP

TOP DOWN

1. **Reactions.** What surprised you, if anything?

2. **Patterns.** Across the six paradoxes, what patterns do you see in your self-ratings?  
What patterns do you see in others' ratings?

3. **Behaviors.** Which BEHAVIORS do you rely on the most? Why do you think that is?

4. **Behaviors.** Which BEHAVIORS do you rely on the least? Why do you think that is?

5. **Judgment.** Are you using BEHAVIORS appropriately? How versatile are you in your use of BEHAVIORS?

6. **Leadership Style.** How would you describe your leadership style in terms of patterns in your BEHAVIORS and JUDGMENT? How do you think people experience you as a leader? How do you think they experience themselves with you?

## MANAGING THE PARADOXES: ACTION PLAN

1. To become more effective at leading innovation, pick one paradox pair (for example, Individual vs. Collective) that you think deserves your attention. You might be trying to address a shortcoming or capitalize on a strength.

**My first goal for change:**

2. Think about what specific and concrete actions you will take to accomplish this change—including, perhaps, stopping doing something:

Things I Will Do Less of	Things I Will Do More of
1.	1.
2.	2.
3.	3.

3. The best intentions often fail in the implementation phase. Take a few minutes to think about what obstacles will arise as you pursue change. List these barriers, and your plans for overcoming each.

Potential Barrier to Implementation	My Plan to Overcome
1.	1.
2.	2.
3.	3.

4. What evidence will you use to assess your progress, in both the short and long term? (Use the back of this sheet for your notes.)



# RATER LIST



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## RATER LIST

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These are the people asked to provide feedback for you.

<b>Immediate Boss</b>	Boss Sample
<b>Superiors</b>	Jose Sample Terry Sample Pat Sample
<b>Peers</b>	Laura Sample John Sample Julio Sample Alex Sample Dan Sample
<b>Direct Reports</b>	Kelly Sample Paul Sample Jay Sample
<b>Other Raters</b>	Ronnie Sample Shawn Sample Tom Sample Marty Sample Alan Sample Elle Sample Jo Sample Steve Sample