

## **RED Alert: Refinery Executive Diagnostic**

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We now know without a doubt that senior leadership behaviour has a profound impact on employee engagement, productivity and retention—factors shown to affect overall organizational performance. With a talent shortage upon us, the importance of this correlation is only amplified. Anything less than executive leadership excellence today puts an organization at a grave disadvantage.

As such, we were troubled by the results of our recent research on senior leadership conducted in collaboration with Ipsos Reid (available at [www.refineryleadership.com](http://www.refineryleadership.com)). The cornerstone of effective leadership is self-awareness, yet our data tell us that boardrooms across North American are full of senior leaders with little idea of how their leadership abilities truly measure up.

Without this self-awareness, executives are missing opportunities to transform weaknesses into strengths, and strengths into advantages. Rigorous leadership diagnosis and benchmarking is needed to put executive teams on the path to self-awareness and, in turn, exceptional performance. Organizations that seize this opportunity to increase executive leadership capacity will gain a distinct competitive edge.

### **The Need for RED Alert**

We at The Refinery understand how challenging it can be for executives to get a true sense of how they are leading. Executives must be courageous enough to encourage honest dialogue, and employees must feel safe to say what they believe without repercussions. The irony is that only high-performing executives are capable of facilitating such conversations.

Recognizing organizations' need for an external solution, we designed The Refinery Executive Diagnostic (RED) Alert. With RED Alert, Refinery consultants have a systematic process for analyzing, reviewing and benchmarking an organization's executive leadership performance. Specific opportunities can then be identified for improving executive leadership behaviors with the ultimate goal of driving stronger organizational results.

### **The RED Method**

The Refinery Executive Diagnostic Alert is a comprehensive system requiring participation from both executive team members and employees throughout the organization.

At the executive level, the diagnostic involves

- A top management team assessment: The TMT assessment examines key variables known to influence top management team effectiveness, such as commonality of information and the degree of perceived safety.
- One-on-one interviews: These interviews explore executives' perceptions of personal and team performance; their views on business opportunities and challenges; and their current and anticipated personal leadership challenges.

- 360° assessment: Based on a comprehensive research on leadership best practise, these individual assessments measure how well executives are modeling critical behaviours.
- Emotional intelligence assessments: Individual EQ-in-Action assessments measure how executives are likely to behave during stressful situations. The combined results help identify the executive team's behavioral patterns and predict the impact on employees.
- One-on-one debriefs: During confidential sessions with individual executive team members, we share assessment results and identify opportunities to improve personal leadership performance.

At the employee level, the diagnostic involves

- Online survey: This survey explores how employees view executive team behaviours, and how effective these behaviours are in inspiring individual performance. While primarily quantitative, the survey also invites open comments for further insight.
- Focus groups and interviews: These discussions with a range of select employees help round out our data on the organization.

## The RED Report

Once data from these surveys and interviews are analyzed, reviewed, assessed and benchmarked, a detailed report is prepared. The RED Report includes

- Identification of areas of executive leadership excellence
- Identification of executive leadership behaviors negatively affecting organizational performance
- A detailed analysis of individual and collective executive leadership behaviors as compared to executives in other organizations
- Recommendations for improving organizational performance through the development of specific leadership behaviors at executive and employee levels
- Additional suggestions for improving organizational performance over and above executive leadership behavior

A comprehensive report will be presented to the executive team in person by Refinery consultants as part of a final facilitated executive team session. A summary report will also be produced for distribution to all employees.

## Time Commitment

Implementation of the RED Alert requires the following time commitments:

**Executives**      Assessments: 3 hours  
                          One-on-one interview: 1 to 2 hours  
                          Presentation of report and facilitated session: 8 hours  
                          One-on-one wrap-up debrief: 1 to 2 hours

**Employees**      Online survey: 20 minutes  
                          Focus groups and individual interviews (for select employees):  
                          1 to 2 hours