Map the *Gap*

The question isn't whether a gap exists between how you see yourself and how others experience you — it does. **The question is: how do you find out where yours is?**
Think of feedback as your GPS.

THE TOOL

A formal 360 process is the most rigorous starting point — structured and comprehensive.
An informal feedback will give you valuable insight on a much shorter timeframe — and often with more candour, because it happens in conversation. Identify three to five people whose perspectives genuinely matter. Not people who will tell you what you want to hear — people who see different sides of you.

THE GPS ANALOGY

1 SIGNAL
A point. Usually your manager's view alone.

2 SIGNALS
A line. A second input — perhaps a performance review.

3 SIGNALS
A location. You can begin to fix your position.

4 SIGNALS
A map. You can navigate with real accuracy.

Most of us are navigating our careers on one signal — maybe two. The people slightly outside your circle of trust often have the clearest view of how you're landing.

WHAT TO ASK – AND WHY IT WORKS

- **To your team**

  "What's getting in your way that I could help remove?" or "What would make it easier to work with me?"

- **To your manager**

  "What's one thing I could do more — or less — of to have greater impact?" or "What do you wish you saw more of from my team?"

- **To cross-functional stakeholders**

  "What's the biggest opportunity for us to work better together?" or "Is there a conversation we should be having that we're not?"

- **Why these questions work**

  They are low-stakes by design. Asking for more of this or less of that is a much easier answer to give honestly than "how am I doing?"

ONE COMMITMENT TO LEAVE WITH

Who is one person slightly outside your circle of trust — and what question could you ask them this week to get one more signal toward a clearer map?

What *Success* Looks Like?

The formal job description and the informal standards of success are rarely the same thing. Map the Gap tells you how you're landing right now. But you also need to know **what success looks like in your specific environment** — and the only way to know the difference is to ask.

WHY IT MATTERS

Most people manage up and down reactively. The ones who build **real influence** do it proactively. How do your key stakeholder measure success, what keeps them up at night — these things should shape how you spend your time more than almost anything else.

STEP BY STEP – THE LISTENING TOUR

- **Schedule conversations early.**

  In a new role or context, identify five key people: your manager, two peers whose cooperation you'll need, and two senior stakeholders whose view of success can shape your priorities.

- **Start with what's on their mind.**

  The first question shifts the conversation from your agenda to theirs. What someone is navigating right now tells you more about how to work with them than any job description ever will.

- **Ask what success looks like from their perspective.**

  Not how the role is defined — but what they would point to in 12 months as evidence that you had made the difference.

- **Ask for the highest-leverage focus.**

  If your team could only do two or three things that would have disproportionate impact, what would those be? Their answer tells you where to place your energy.

THE THREE QUESTIONS

THE SCRIPT – ADAPT IN YOUR OWN VOICE

"What's top of mind for you right now?"

"What does success look like in this role over the next 12 months — from your perspective?"

"If my team could focus on only two or three things that would have disproportionate impact, what would they be?"

WHAT THIS GIVES YOU

→ **Not guessing — knowing**
A precise picture of what success looks like from the people who will define it. You can align your priorities accordingly.

→ **Permission for honesty**
Asking informally, early, gives people permission to be honest in a way that a more formal conversation rarely does.

→ **Influence built before it's needed**
The relationship starts from a place of curiosity and generosity — not urgency. That is a very different foundation.

ONE COMMITMENT TO LEAVE WITH

Who is one person whose view of success you don't yet know clearly enough?

After Action *Review*

AAR (After Action Review) is a discipline of reviewing what went well and what to improve. Use this after any high-stakes moment to be intentional about how you showed up.

Originally adopted by the Navy SEALs — one of the world's most elite and high-performing teams — it is now used by leaders who hold themselves to the same standard of excellence.



WHY IT MATTERS

Most of us are poor judges of our own performance. A structured feedback practice replaces assumption with data — allowing you to close perception gaps, double down on strengths, and course-correct before it costs you opportunities.

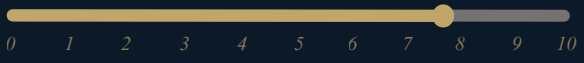
AFTER ACTION REVIEW - CORE FOUR QUESTIONS

- What **ONE thing** did I do well?
- What **ONE thing** will I improve on next time?
- What do I want to **celebrate** about myself?
- How honest am I being about my own performance?

THE SCALE QUESTION

What gets measured, improves.

If I were to score my [X] on a scale of 0-10:



NOT EFFECTIVE — HIGHLY EFFECTIVE

Soliciting Quality Feedback

You can only close a gap you know exists. **Feedback takes you out of the world of assumption and into reality** — it's one of the most powerful, and most underused tools for accelerating your growth and shaping your brand with intention.



WHY IT MATTERS

Most of us are poor judges of our own performance. A structured feedback practice replaces assumption with data — allowing you to close perception gaps, double down on strengths, and course-correct before it costs you opportunities.

THE QUESTIONS TO ASK

- What's **one thing** I could do differently to have greater impact?
- What's **one thing** you'd like me to stop doing — or do less of?
- What's **one thing** I could do more of?

WWW

What Went Well

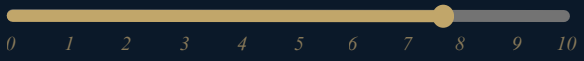
EBI

Even Better If

THE SCALE QUESTION

What gets measured, improves.

If you were to score my [X] on a scale of 0-10:



NOT EFFECTIVE — HIGHLY EFFECTIVE

- *Where would you place me?*
- *What would an uptick of 1 look like?*
- *What would it take to get a '10'?*