

360° Assessments for Leadership Effectiveness

Leaders create conceptions of themselves: their strengths, weaknesses, and challenges. Unfortunately, these conceptions don't always correspond with other people's opinions.

Blind spots, which can take the form of overlooked strengths or below-the-radar weaknesses, can prevent leaders from advancing in the organization and achieving new successes. One of the best tools for helping leaders uncover blind spots and improve effectiveness is the 360° assessment.

360° assessments provide confidential feedback on a person's performance from direct reports, peers, and others in the organization. They also solicit feedback from the person and from the person's boss. The results are compiled into a feedback report that shows the person what each role in the organization sees as their strengths and areas for development.

Ideally, 360° assessments become the foundation for an ongoing development process in which the participant identifies goals for improvement and works on those goals with the support of a trained coach. 360° assessments are best administered, managed, and facilitated by a trained professional since the potential for damage caused by poorly executed assessments is great.

Partnering Resources uses 360° assessment tools developed by the Center for Creative Leadership (CCL). CCL, a trailblazer in leadership research and development, develops statistically reliable and valid assessment tools that have been used by thousands of leaders internationally.

360° Assessment Tools in Brief

Purpose

To ground an individual's development process in a balanced, data-based, assessment of strengths, blind spots, and areas for improvement

Format

Online, with some tools available in paper format. Assessments take 10 – 40 minutes to complete, depending on the tool and the rater.

Process

1. Identify the purpose and goals for the process with the project sponsor and participant(s)
2. Design the process by choosing the assessment tool and raters
3. Orient raters and initiate the 360° survey
4. Receive rater feedback and generate the feedback report
5. Review feedback report with participant
6. Continue development process by identifying strengths and areas for growth, creating a development plan, and implementing the plan with the support of a trained coach

For More Information

Contact Maya Townsend at 617.395.8396.

360° Assessment Selection Matrix

	Focus	Target Audience	Other Notes
Executive Dimensions®	Behaviors and competencies essential at senior levels	Senior levels: C-level executives, vice-presidents, and directors	Has the added capability of gathering feedback from a board of directors
Benchmarks®	Strengths, blind spots, and potential career derailers	Senior- and mid- level management	CCL's most widely used assessment tool is supported by a rich norm base
Prospector®	Ability to learn and willingness to take advantage of growth opportunities	High potential individuals and managers	Can help organizations entering intense learning moments, such as integrating organizations after a merger, launching a new strategy, or being acquired
SkillScope®	Skills and behaviors needed for managerial success	Manager or supervisor levels	Easy to administer and understand. Incorporates a user-friendly graphical design
360° By Design®	Specific competencies identified as critical to a specific company	Any level	Fully customizable based on CCL's research of 94 leadership competencies and 5 derailment factors