DECISIONWISE

LEADERSHIP INTELLIGENCE®

360-degree Feedback Survey

Research // Competency & Behaviors // Derailers

DECISIONWISE
LEADERSHIP INTELLIGENCE®

360-degree Feedback Survey Sample Items

The Leadership Intelligence 360-degree Feedback Survey for business leaders measures 12 leadership competencies and 13 leadership derailers to provide a comprehensive assessment of an individual's leadership abilities. **The following sample only shows a limited number of the 68 total items found in the complete survey.** To see the complete version, contact **info@decision-wise.com.**

Business Acumen

	Very Poor	Poor	Fair	Average	Good	Excellent	Out-standing	Don't Know
1. Stays current with the latest trends and advances in his/her industry or field.	○	○	○	○	○	○	○	○
2. Demonstrates a clear understanding of the factors that impact our success as a business.	○	○	○	○	○	○	○	○
3. Is respected as a talented and knowledgeable person in his/her area of responsibility.	○	○	○	○	○	○	○	○
4. Sets clear direction that aligns his/her team with the organization's strategy.	○	○	○	○	○	○	○	○

Decision Making

	Very Poor	Poor	Fair	Average	Good	Excellent	Out-standing	Don't Know
5. Makes decisions that reflect a clear understanding of what we do.	○	○	○	○	○	○	○	○
6. Considers multiple sources of information when making important decisions.	○	○	○	○	○	○	○	○
7. Makes decisions in a timely manner.	○	○	○	○	○	○	○	○
8. Demonstrates good judgment and common sense when making decisions.	○	○	○	○	○	○	○	○

Planning & Organization

	Very Poor	Poor	Fair	Average	Good	Excellent	Out-standing	Don't Know
9. Creates short-term goals that fit within the long-term strategy of the organization.	○	○	○	○	○	○	○	○
10. Breaks down larger projects into manageable tasks.	○	○	○	○	○	○	○	○
11. Uses his/her time effectively.	○	○	○	○	○	○	○	○
12. Keeps people focused on the organization's key initiatives and priorities.	○	○	○	○	○	○	○	○

DECISIONWISE
LEADERSHIP INTELLIGENCE®

360-degree Feedback Survey Sample Items

Integrity & Trust	Very Poor	Poor	Fair	Average	Good	Excellent	Out-standing	Don't Know
13. Is honest, ethical, and trustworthy.	○	○	○	○	○	○	○	○
14. Can be counted on to follow through with his/her promises.	○	○	○	○	○	○	○	○
15. Takes responsibility for his/her own actions.	○	○	○	○	○	○	○	○
16. Sets a good example of the behavior he/she asks for.	○	○	○	○	○	○	○	○
Complete set of items (17-51) provided in full version.								

This section focuses on behavior CHALLENGES that undermine the person's results.
A derailer is a behavior that gets in the way of optimal results. A derailer is not just a weakness. We all have many weaknesses that we many not need to develop to succeed. A derailer is a weakness that requires improvement if we are to realize our potential. Please indicate to what extent the person demonstrates each of the behaviors described below.

Derailers	None	Very Little	Some	Quite a Bit	A Great Deal	Don't Know
52. **Lacks Focus:** Easily distracted; shifts from task to task without getting the most critical things done.	○	○	○	○	○	○
53. **Not a Team Player:** Selfish; places personal agenda before the good of the team.	○	○	○	○	○	○
54. **Disengaged:** Appears bored or dissatisfied with work; does just enough to "get by."	○	○	○	○	○	○
55. **Not Trusted:** Violates or compromises the trust of others; has difficulty gaining the trust of others.	○	○	○	○	○	○
Complete set of Derailers (56-66) provided in full version.						

67. Describe this person's greatest strengths as a leader.

68. Describe specific things this person could do to become a more effective leader.

This sample only shows a limited number of the 68 total items found in the complete survey.
To see the complete version or request pricing information, contact info@decision-wise.com.

Measure the Most Important Leadership Competencies

DecisionWise 360-degree feedback surveys measure a series of research-based leadership competencies and behaviors. These competencies have been developed based on over 20 years of experience working with leaders and organizations around the world.

Each competency includes about four behavior descriptors that are both observable and actionable. It is important that the behavior be observable by the participant's boss, peers, and direct reports to show comparisons between the groups. The items must also be actionable so that a participant can easily understand what to do to change in order to improve.

DecisionWise Leadership Intelligence® 360 Surveys include the following 12 competencies:

1. **Business Acumen**
2. **Decision Making**
3. **Planning & Organization**
4. **Integrity & Trust**
5. **Innovation & Creativity**
6. **Results Orientation**
7. **Customer Focus**
8. **Managing Change**
9. **Communication**
10. **Teamwork & Collaboration**
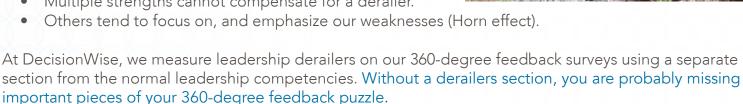11. **Leading Others**
12. **Performance Management**

What is a Leadership Derailer?

A derailer is not just a weakness. A leadership derailer is a behavior that gets in the way of our progress. We all have many weaknesses that we may never choose to improve or need to master. A derailer is a weakness that requires improvement if we are to realize our potential. You can recognize a derailer using these four criteria:

- A derailer has the potential to limit our progress.
- Sometimes, a derailer can be linked to a talent taken to an extreme.
- Multiple strengths cannot compensate for a derailer.
- Others tend to focus on, and emphasize our weaknesses (Horn effect).

At DecisionWise, we measure leadership derailers on our 360-degree feedback surveys using a separate section from the normal leadership competencies. Without a derailers section, you are probably missing important pieces of your 360-degree feedback puzzle.

Derailers guide us to specific areas where we can take action. They often give us the "why" behind the results. Combined with the open-ended comments and the results from the leadership competency section, participants can clearly see themes develop in their feedback.

Common Leadership Derailers

Based on years of research and experience, we have identified 13 of the most common leadership derailers. These include:

1. **Lacks Focus:** Easily distracted; shifts from task to task without getting the most critical things done.
2. **Not a Team Player:** Selfish; places personal agenda before the good of the team.
3. **Disengaged:** Appears bored or dissatisfied with work; does just enough to "get by."
4. **Not Trusted:** Violates or compromises the trust of others; has difficulty gaining the trust of others.
5. **Micromanager:** Overly controlling; does not empower others with the freedom and latitude to do their best work.
6. **Volatile:** Loses his/her temper; loses patience quickly; irritable and lacks composure.
7. **Lacks Confidence:** Overly concerned with making mistakes; indecisive; avoids risk.
8. **Aloof:** Distant, unapproachable, or isolated; viewed as indifferent to others; fails to build effective relationships.
9. **Arrogant:** Egotistical; displays a strong sense of entitlement.
10. **Closed-minded:** Is closed to new ideas; not open to critical feedback; unwilling to consider other viewpoints.
11. **Eager to please:** Overly concerned with being accepted and liked; defers to other people's opinions.
12. **Perfectionist:** Fails to recognize when something is "good enough;" obsessive; uncompromising.
13. **Complacent:** Stagnant; avoids opportunities for personal growth or learning.

360-degree Feedback Survey Versions

DecisionWise provides a suite of 360-degree Feedback survey versions to meet your needs. These include versions for:

- Executive
- Business Leaders (VPs, managers, etc.)
- Team Leaders
- Individual Contributors

Healthcare 360 Survey Versions:

- Healthcare Executive
- Direct Patient Care Leaders
- Non-direct Patient Care Leaders
- Physician Leaders
- Individual Contributors

DecisionWise also specializes in customizing 360 surveys based on your leadership competencies.

The DecisionWise Difference

For nearly two decades DecisionWise has specialized in conducting 360 feedback surveys and coaching participants on the results. Our proprietary survey system (Leadership Intelligence System or "LIS") and assessments provide unmatched quality in delivering survey solutions. However, we are not just a software vendor-- frankly, that's the easy part. We are a feedback consulting firm that provides expertise, personal service, best-in-class assessment technology, and specialized 360 feedback solutions that turn feedback into results.

We have administered hundreds of thousands of 360 surveys. Our survey projects range from less than 10 participants to thousands of participants in some of the most widely recognized companies in the world. However, our 360 feedback solutions do not begin and end with technology. Each survey project receives personalized attention. We go far beyond a software application in our design, administration, and follow-up of each assessment.

1. CHOOSE/CUSTOMIZE SURVEY

2. SELECT RATERS

3. COLLECT FEEDBACK

4. GENERATE REPORTS

5. DEBRIEF RESULTS

360-degree Feedback Process Overview

Step 1: 360 Survey Design
Our assessment team is made up of experts in industrial/organizational psychology, as well as business results. We understand what to measure and how to measure it. We conduct and publish extensive research on 360 feedback, and our 360 feedback research is widely cited and recognized. Using this expertise as a foundation, our assessment team works with you to select the right multi-rater survey, or to design your survey and process based on the needs of your organization.

Step 2: Select Raters
Selecting appropriate feedback raters is an important part of the process. We offer several different options for rater selection: 1) The participant chooses the raters with the help of his or her manager. 2) The organization (or HR) can pre-select the raters. 3) The individual or HR/management can select the raters, and then the manager (or HR) can finalize and approve the list once it is created.

Step 3: Collect Feedback
Few mistakes can destroy a 360 initiative faster than a survey process that is cumbersome and not perceived as confidential. This is why relying solely on a 360 assessment software application is generally incomplete. Rather than leaving you on your own to implement a software application, our assessment advisers administer the entire project for you. This ensures a high level of confidentiality, ease of administration, reduced overall costs, a higher level of rater participation, and overall increased effectiveness.

Step 4: Generate Reports
DecisionWise assessment advisers monitor the entire process. To ensure the greatest amount of input, they monitor participation, and send out reminders when participation is lower than desired. Once there is sufficient participation, we generate the reports and conduct a quality check on every survey. We notify you is we see something that needs to be addressed.

Step 5: 360 Feedback Coaching

After a rollout of 360 feedback, many organizations ask, "Now what?" They come to us because they had provided the assessment results, but didn't see any action or results. This is a poor return on investment. We don't stop at simply delivering 360-degree feedback reports. We work with you to turn that feedback into results through coaching, action planning, and accountability.

Additional Services

- A completely outsourced and confidential 360-degree feedback process
- The highest level of flexibility and technology while handling any size project
- Fully customized or standard online 360-degree feedback surveys
- Webinars and training for HR, participants, raters, and managers
- Extensive benchmarks
- Easy-to-read reports
- Expert coaching and follow-up processes that turn 360-degree feedback into results
- A cost-effective survey process

Why Outsource the 360 Degree Feedback Survey Process

1. Professional Psychometric Survey Design

Our validated question database has been carefully reviewed for validity, reliability, and real-world practicality. While we typically start with some of these base questions, each survey is specifically customized to the needs of your organization by a survey design expert.

2. Benchmarking Capabilities

Our validated question database has been carefully reviewed for validity, reliability, and real-world practicality. While we typically start with some of these base questions, each survey is specifically customized to the needs of your organization by a survey design expert.

3. More Control

One of the reasons some companies consider administering a survey in-house is that they feel they have more control over the survey. The reality is that in-house administration results in less control! Because of the complexity of advanced survey software, understanding features and their uses can be complex. We know what will provide you with the greatest results, and we know how to get it. We even provide an online portal through which our clients can access more detailed information.

4. Advanced Technology

Outsourcing the survey process ensures that the technology used is the latest available, rather than worrying about costly upgrades, technical difficulties, and installing survey software. Anyone with Internet access can complete a survey online.

5. Project Management

The survey process itself can be an administrative headache when conducted internally. Tracking participants, follow-up with raters, organizing reports, and even responding to associated emails and phone calls all take time. DecisionWise Assessment Advisors alleviate this burden and associated labor costs.

6. Low Overall Costs

Outsourcing the survey project means no up-front technology investment, greatly reduced internal administration costs, and significantly improved survey process efficiency.

7. Increased Validity

In the minds of employees, in-house surveys come with a huge question: "Is this really anonymous?" Outsourcing the survey process increases confidentiality. Comparing internal survey response rates to results when DecisionWise conducts the survey, we have found that response rates can increase as much as 40 percent. In fact, in some organizations the response rate has doubled! This, along with the survey design, greatly increases the validity of responses.

8. Feedback Becomes Action

Our assessment consulting team will help you ensure that your process produces results, not just data. This starts with survey design, continues through the administration, and extends into the action planning phase. With over a decade of survey action planning experience, we can help you understand what works.

Coaching on 360-Degree Feedback Results

Did you know that only 34% of 360-degree feedback participants claim, when asked 6 months later, that they have made significant changes since receiving their feedback? That's a poor investment, and one that is repeated time and time again when organizations purchase 360 feedback software tools and simply provide participants with their 360 reports. However, when paired with coaching and goal setting, 94% report meaningful change. That's why it's critical to provide some form of coaching when conducting a 360 degree feedback survey.

Why Coaching?

360 degree feedback is often an emotional process. After all, it's about change. We find that participants go through the SARA model- Shock, Anger, Resistance, and Acceptance. A skilled coach helps the individual interpret the feedback, manage these emotions, and use the feedback as a catalyst for change and development.

Who Does the Coaching?

Coaching should be provided by someone who has experience with 360 feedback and coaching others. This can be done inside your organization by internal coaches, or by using an experienced outside coach. DecisionWise has a pool of expert coaches who have provided coaching to tens of thousands of feedback recipients. We can also train your internal HR team, as well as your managers, to conduct coaching and debrief 360 results internally.

DecisionWise Coaching Services

Coaching engagements vary in scope based on the desired outcome. We provide multiple coaching options to effectively leverage 360 feedback in your organization:

360 Group Coaching Workshop

Many organizations find it effective to conduct a group coaching workshop in order to debrief 360 assessment results. A Decision-Wise executive coach will conduct a group workshop to help participants understand their feedback and use it to create action plans. The group session lasts two to four hours for up to 30 participants. The workshop agenda is as follows:

- Understanding Feedback
- Interpreting the Report
- Understanding Strengths, Derailers, Gaps
- Peer Coaching on Feedback (one-on-one)
- Creating Development Plans
- Peer Coaching on Development Plans (small groups)

Initial 360 Debrief

When debriefing 360 results one-on-one, participant meets with senior DecisionWise coach or internal facilitator to receive personal coaching on their feedback and development plans. This session helps the individual process their feedback and begin the development process. The meeting generally lasts 1.5 hours and can be conducted on site or over the telephone. During these sessions participants will:

- Understand their feedback and possible interpretations
- Gain deeper personal awareness and perspective on personal impact
- Surface "undiscussable" issues and concerns, and begin a dialogue about them
- Focus on natural strengths, talents, and skills, as well as potential derailers
- Create a preliminary development plan

DecisionWise Leadership Intelligence®
360-degree Feedback Survey

200+ clients in 70 countries and 30 languages
Over 14 million survey responses
Coach executives around the world
Train leaders on coaching skills
"Turn Feedback into Results"

For all inquiries, contact us at:

DecisionWise
815 West 450 South
Springville, UT 84663 USA

Local
+1.801.515.6500

Toll Free
+1.800.830.8086

info@decision-wise.com

DECISIONWISE
LEADERSHIP INTELLIGENCE ®

www.Decision-Wise.com