



Objective: To provide a collective view of an individual's leadership strengths, areas of opportunity, and overall potential.

The key for leadership effectiveness is to accurately assess strengths and weaknesses, with respect to certain leadership competencies. By developing and balancing these competencies, individuals can create an environment where leading others is personally gratifying, and the team is more effective, productive, and satisfied with the leadership.

About the Model

The Leadership 360 evaluates the key personal characteristics of the most successful and effective leaders in today's organizations.

Ego Balance, the core of the model, is essential for effective leadership of others because it is based on a realistic self-assessment of one's strengths and weaknesses. Good **Ego Balance** is the basis of self respect and respect for others. The other leadership competencies measured in this 360 are **Envision** (see opportunities and possibilities of what could be), **Enroll** (get others to personally commit to a vision), **Engage** (interact with others on a personal level), **Encourage** (create an environment where each member of the team grows and develops), and **Empower** (provide others with information and resources and hold them accountable for their accomplishments or failures). Combined, these competencies comprise a *process* designed to promote effective leadership.

About the Author

ExecuQuest is a 30 year old leadership development consulting firm and the parent company to ExecuSurv. The principals of ExecuQuest are recognized as some of the leading minds in the field of Organizational Development. ExecuQuest has helped numerous companies improve the performance of their employees and develop their leaders, including TJX Companies, ING Financial Network, E & J Gallo Winery, Reed Elsevier, Christie's, and many more.

Jaime Jusidman, Founder and President of ExecuQuest and ExecuSurv, is an international consultant who has worked with hundreds of companies across a variety of industries, including retail, food service, technology, healthcare, finance and telecommunications. For over 30 years he has trained and coached over 10,000 managers, executives and top team members from many of the largest firms in the U.S., Central & South America, and Europe. He has extensive experience in team building, 360 feedback, executive coaching, leadership development and change management.

Skills/Competencies Measured

Ego Balance
Envision
Enroll
Engage
Encourage
Empower

Sample Items

Ego Balance

- Takes responsibility for his/her commitments.
- Is resilient when confronted with disappointments or failure.

Envision

- Sets and communicates priorities for the business.
- Supports innovation and risk-taking among his/her people.

Enroll

- Creates support for the vision within senior management.
- Inspires commitment in others.

Engage

- Interacts as part of the team.
- Fosters open communication.

Encourage

- Effectively coaches his/her people.
- Leads by example.

Empower

- Openly shares information with others.
- Holds others accountable for their actions.

Language Options

English

Instrument can be translated into other languages.



The Value of 360 Feedback

360 feedback enables individuals to capture information related to how they are perceived by others in their professional network. Generally, the network is comprised of a supervisor, peers, direct reports, and customers. The individual also completes a self-evaluation. Once the feedback is completed, the individual can compare the perceptions of different constituencies (including their own self-perception) and, ultimately, reflect on consistencies or inconsistencies between them.

Who can benefit from 360 feedback:

- ➔ **Leaders** of the organization can use this knowledge to strengthen their own skills, thereby affecting the performance of their teams.
- ➔ **Individual employees** can use this knowledge to increase their contribution, play a larger roll in the organization, and plan their careers more powerfully.
- ➔ **The organization** gains knowledge of its employees' strengths & weaknesses and can use the information for recruitment, promotion and succession processes. They will also be able to create developmental strategies to target overall organizational deficiencies.

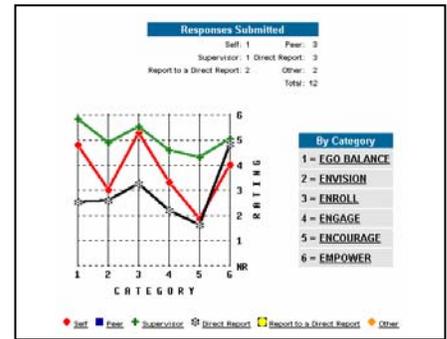
A common question about 360 feedback is, "What is the difference between a 360 and a performance review?" Certainly people have used 360s *in lieu* of performance reviews, but ExecuSurv suggests that they have two separate values. While performance reviews are usually conducted by the supervisor and often tied to compensation or promotion and are typically achievement oriented, 360s are used in more of a developmental capacity. The feedback from a 360 falls into four different categories:

1. **Confirmed Strength:** An area that is recognized as a strength by the individual and the 360 network.
2. **Unrecognized Strength:** An area that other people designate as a strength, but that you had not previously considered to be so.
3. **Stumbling Block:** An area recognized by you and by your 360 network as needing improvement.
4. **Blind Spot:** An area that others describe as weak or problematic, of which you were previously unaware.

By understanding and accepting the 360 feedback, individuals can take a strong approach to personal and professional development.

About ExecuSurv

Founded in 1996, ExecuSurv traces its roots back to an established Organizational Development consulting firm. The principals of the firm recognized that the Internet could be leveraged as a channel of communication, greatly increasing the efficiency and effectiveness of data gathering. ExecuSurv began development of its survey platform in 1997, deployed its first survey in 1999, and is positioned today as one of the only companies of its kind that can deliver proven web-based survey applications in combination with the experience and expertise to help organizations manage the overall survey deployment process.



The Technology

The technology that underlies our survey applications is web-native and 100% proprietary. It was designed with the singular intention of gathering data online. The system has a built-in set of user-friendly data analysis tools, which include: scores by category (*shown above*), scores by question or item, score distribution by question, responses to open-ended questions.

The system resides on ExecuSurv's secure server, hosted in one of Southern California's most prominent co-location facilities. The data is stored on an SQL server. Our team fully administers the deployment of each survey, so no administrative or IT resources are required of the client.

Optional Modules

- **Company norm.** Compares individual to the overall population.
- **Aggregate analysis.** Combines and displays all scores for defined groups.
- **Interpretations.** Displays written recommendations based on scores.
- **Email management system.** Manages the entire 360 communication process via email.

Additional Services

- ✓ Custom Deployments
- ✓ 360 Feedback Facilitation
- ✓ Paper Survey Processing