



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 25

Assessing Leadership Behavior: Multi-rater feedback
instruments

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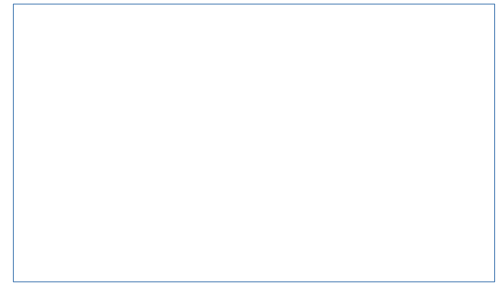


Image: <https://bernardmarr.com/img/Measuring%20Employee%20Performance%20with%20360%20Degree%20Feedback.png>

When you know yourself, it is beginning of all wisdom.

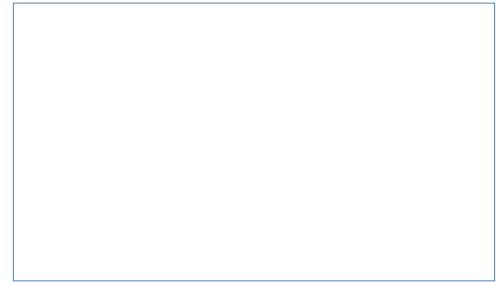
-Aristotle



What is Leadership Assessment?

- Leadership Assessment is a process for identifying and describing an individual's unique characteristics as they pertain to leading, managing, and directing others and how such characteristics fit into a given position's requirements.
- The Leadership Assessment process describes a candidate's way of leading others with reference to a specific position, present or future.
- This information helps the employer in selection, placement, and development decisions.

Source: <https://aai-assessment.com/services/leadership-assessment>



Uses of Leadership Assessments

- Leadership Assessments can be useful for a number of applications:
- **Selection, Placement, and Promotion Decisions** – Objectively assess the candidate's leadership capabilities compared to the position's requirements.
- **Development** – Enhance development by increasing ability to fully utilize employee capacities.
- **Succession Planning** – Identify leaders early and create a continuous flow of effective leaders within the organization.
- **Organization Effectiveness** – Assessment provides an objective means of researching and identifying the precise capabilities that drive organizational success.



Source: <https://aai-assessment.com/services/leadership-assessment>

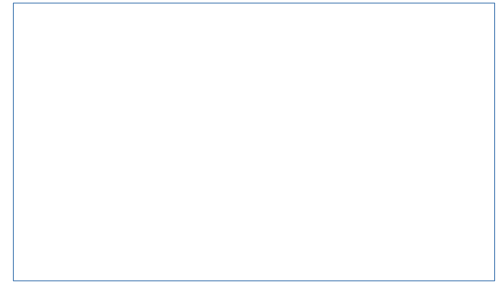


How to Evaluate Your Effectiveness as a Leader

- Assessing your leadership skills is about understanding your strengths and weaknesses.
- Below are some tips, methods, and strategies to incorporate when evaluating your strengths and weaknesses.

Identifying Your Strengths

- Identifying your strengths will be a crucial part of your evaluation, as it will allow you to understand where you truly excel and how you can best put those strengths to use.
- For those who find self-reflection difficult, another way to evaluate your strengths is to gather input from other coworkers, higher management, and customers through surveys or face-to-face meetings.



Cont.

Identifying Your Weaknesses

To become a more effective leader, you also need to acknowledge where your current leadership skills might fall short.

Some common weaknesses for aspiring leaders may include:

- **Communication**

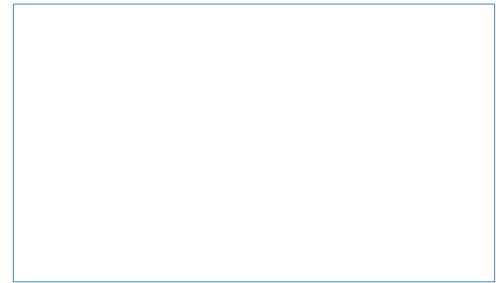
Are you properly defining your goals? Furthermore, are you effectively communicating those goals to your coworkers, management, and clients?

- **Empathy**

Can you understand the problems or challenges clients, or customers may have?

- **Adaptability**

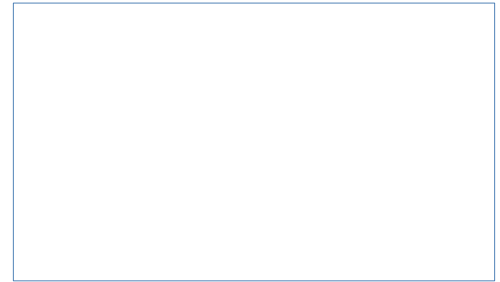
Are you adapting your skills to match the demands of the modern business world?



Cont.

Developing Your Leadership Skills

- Once you have identified your strengths and weaknesses, you can feel confident in creating a leadership development plan for yourself.
- Some potential solutions available to help you start building and exercising these skills include
- **Utilizing free resources** like books, podcasts, and events geared toward aspiring leaders.
- **Networking** with others who share your aspirations and building relationships that could help you down the line.
- **Attend a workshop or seminar**
- **Ask for additional responsibilities at work**

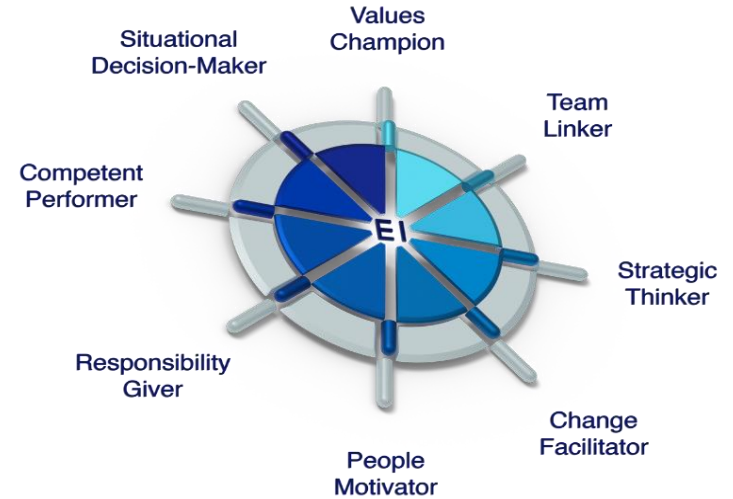


Source: <https://www.northeastern.edu/bachelors-completion/news/how-to-assess-your-leadership-skills/>



The Leadership Behaviours Model

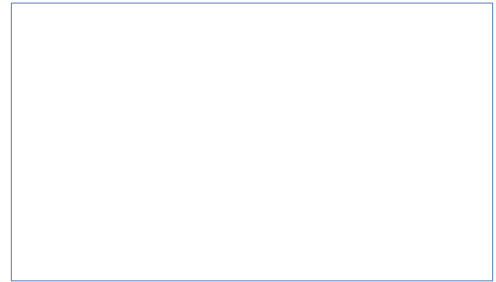
- The Leadership Behaviors Model symbolizes a leader with people responsibility, competence and integrity who provides direction and guidance in an emotionally intelligent way.
- It groups these various aspects of leadership into eight core factors which can be used as a framework to review an individual's leadership performance.



Source: <https://www.tmsdi.com/site/userfiles/LBP-1200x1200.png>

Factors of Leadership Behaviours Model

- **Values Champion** – lives and promotes the values
- **Team Linker** – links work, people and processes
- **People Motivator** – gives positive encouragement of team and individual performance.
- **Situational Decision-Maker** – makes effective decisions contingent on the situation and the people.



Source: <https://www.tmsdi.com/leadership-behaviours-profile>

Factors of Leadership Behaviours Model

- **Strategic Thinker** – develops and progresses a future vision
- **Change Facilitator** – paces self and team through change
- **Responsibility Giver** – empowers within clear roles
- **Competent Performer** – matches personal strengths and effort with what needs doing



Source: <https://www.tmsdi.com/leadership-behaviours-profile>

Assessing Leadership Behaviors: (360-Degree Feedback)

- 360 degree feedback is a tool that provides staff with assessments of their work-based behaviours coming from the perspectives of people who work with them. It is named 360 degree because the responses are collected from people all-around the employees- their supervisors, their colleagues or their clients. All of them can play an integral part in providing the leaders and employees with more insights of how they are perceived and how they can improve their performance.
- 360-degree feedback is a well-known concept and a powerful model for leaders' assessment and performance improvement. It differs from performance appraisal which solely comes from the views of their supervisors/managers. It answers the question “how you do things” instead of “what you do”. Such feedback results in a better-informed discussion.



Sources for 360-Degree Feedback

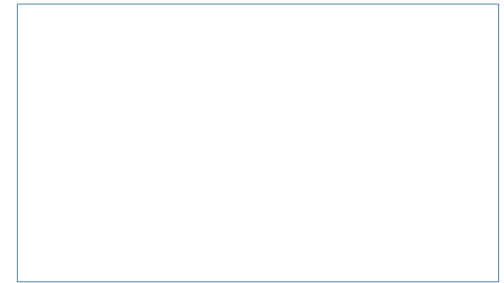
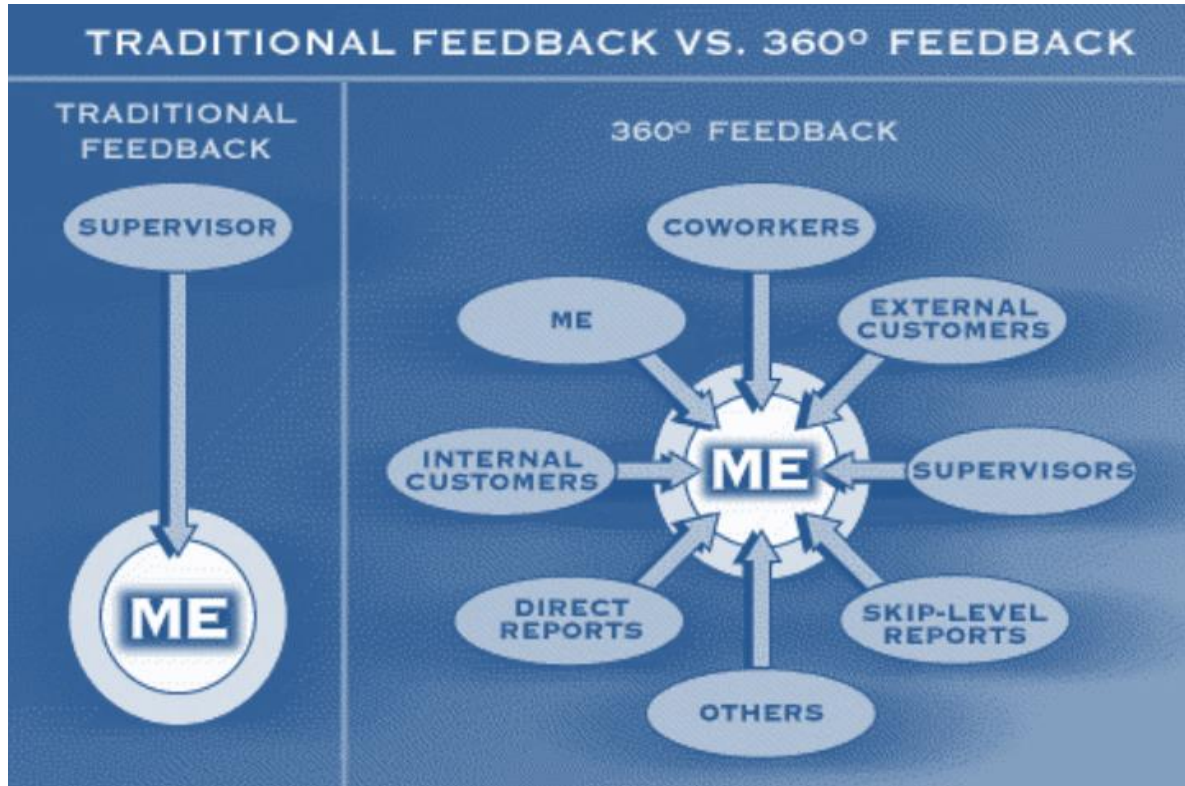


Image Source: <https://image.slidesharecdn.com/360degreefeedback-091121151133-phpapp02/95/360-degree-feedback-8-728.jpg?cb=1258816330>

Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)

- 360-Degree, or Multirater feedback tools allow managers to gather accurate information from peers and direct reports about their on-the-job behaviors and leadership effectiveness.
- Questionnaire construction is very important.
- Leaders who received 360-degree feedback had higher performing work units.
- 360-degree systems should tell leaders about their strengths and development needs rather than make comparisons between people.
- 360-degree feedback provides insights into self-perceptions and others' perceptions of leadership skills.



Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)

- The key to high observer ratings is to develop a broad set of leadership skills that help groups accomplish goals.
- Research shows that it is possible to change others' perceptions of a leaders' skills over time.
- Leaders must set development goals and commit to a development plan to improve skills.
- Societal or organizational culture, race, and gender play key roles in the accuracy and utility of the 360-Degree feedback process.
- 360-degree feedback should be built around a competency model.



Example of 360-Degree Feedback

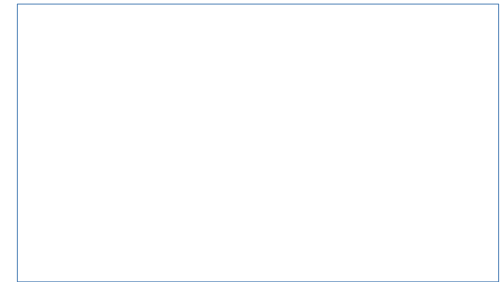


Image Source: : : <https://slideplayer.com/slide/7669717/25/images/19/Example+of+360-Degree+Feedback.jpg>

Example of 360-Degree Feedback (Cont.)

Average Ratings for Each Item and Respondent Type

Items	Self	Manager	Others	All Respondents
1. Communicates a compelling vision of the future.	5.0	1.0	4.5	3.8
2. Provides a clear sense of purpose and direction for the team.	5.0	3.0	4.3	4.0
3. Sets challenging goals and expectations.	5.0	4.0	4.5	4.4
4. Fosters enthusiasm and buy-in for the direction of the team/organization.	5.0	1.0	4.8	4.0
5. Supports initiatives of upper management through words and actions.	4.0	2.0	4.0	3.2

Inspiring Aligned Purpose
Successfully engages people in the mission, vision, values, and direction of the organization; fosters a high level of motivation.

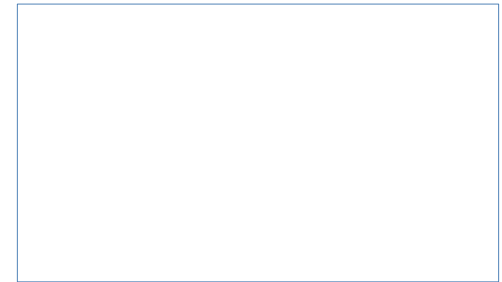


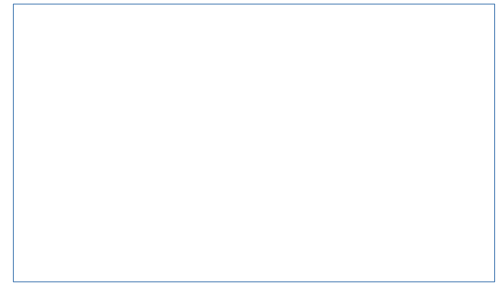
Image Source: : : <https://slideplayer.com/slide/7669717/25/images/19/Example+of+360-Degree+Feedback.jpg>



Getting 360 Degree Reviews Right: HBR Study

How do top organization implement 360 Degree feedback that makes the difference?

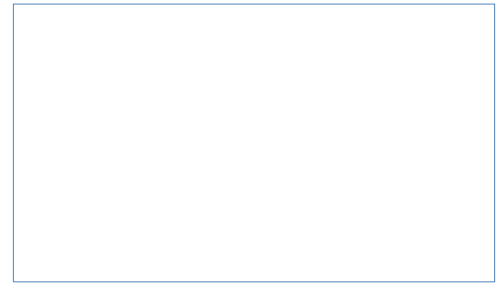
- They begin by measuring the right skills, relying on empirical research to determine which leadership competencies really make a difference to the performance of their firm, rather than on some senior executive's beliefs about what makes a good manager.
- They take the time to properly explain, both to participants and to the people giving feedback about those participants, why they've going through the exercise and how the data will be used for the participant's development.
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Getting 360 Degree Reviews Right: HBR Study

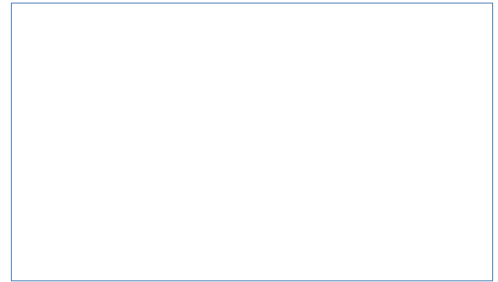
How do top organization implement 360 Degree feedback that makes the difference?

- They tailor the results to each individual and to his or her position. Everyone doesn't need to be good at the same things.
- They present each person's results in a way that enables them to digest them constructively and use the data to create a personal plan of development. They make the feedback report itself simple to read, presenting data in a graphical format that is easy to absorb.
- They include a mini-employee survey that shows managers the impact of their behavior on their subordinates.



720 Degree Feedback

- Considered an “all-round” appraisal, the 720 degree performance appraisal gives an employee more than feedback from one person.
- This appraisal gives the employee a lot of feedback generally from anywhere from 5 to 8 people, to provide the employee with an all round assessment of his or her on the job performance.
- 720 Degree Performance Appraisal 720 degree as the name suggests is 360 degree twice It provide for two round of feedback (a pre and post) or a feedback approach which is done again after nine to twelve months.



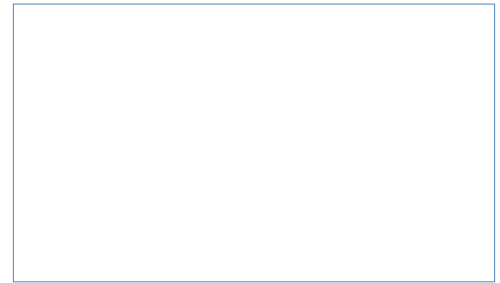
Source: <https://www.slideshare.net/mayankbaheti1/720-degree-performance-appraisal>



720 Degree Feedback (Cont.)

Seven stages make up the 720-degree performance appraisal process.

- 1. Pre appraisal feedback:** Before a manager or supervisor sits down with their employee, feedback is collected from all the notable and worthy touchpoints. Managers and HR work to define who these valuable points of feedback are and also work to set targets and goals to go over in the official appraisal.
- 2. Self-appraisal:** How an employee sees themselves matters. Using a self-report questionnaire, employees fill out a performance review on themselves, ranking and rating their strengths, weaknesses, performance, and more.
- 3. Co- worker/colleague appraisal:** Feedback from peers can be very useful in helping employees understand their team impact and contribution to the team dynamic.

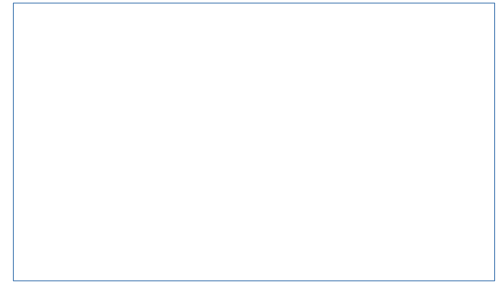


720 Degree Feedback (Cont.)

4. Customer appraisal: What do customers think of your employee? Customer satisfaction is key to the success of any organization, and having an understanding of your employee's ability to relate well with and serve their customer base is indicative of their overall success in meeting your company goals.

5. Direct report and subordinate appraisal: Getting feedback from the people that your employee manages or oversees is useful in analysing the organizational, communication, motivational, leadership, and delegation skills.

6. Manager or supervisor appraisal: This is one of the most common parts of any performance appraisal system – the performance, responsibilities, and attitude of an employee being assessed by those who oversee their projects and ultimately their job success.



720 Degree Feedback (Cont.)

7. Post appraisal feedback: Researchers of the 720-degree appraisal method note that this is its key differentiator between this method and others. This step includes additional guidance to help employees meet their goals and stay in regular communication with their managers.

720° Review Model



Image Source: <https://slideplayer.com/slide/5946810/>

Research Paper



Journal of Management Development
Vol. 28 No. 7, 2009
pp. 581-592
© Emerald Group Publishing Limited
0262-1711
DOI 10.1108/02621710910972698

A “360” degree view for individual leadership development

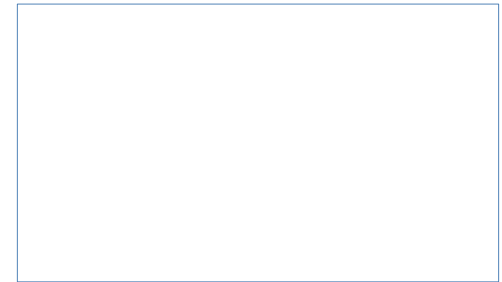
Received 17 December 2007
Revised 7 December 2008
Accepted 10 March 2009

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Purpose

The intention of the study was to investigate how 360-degree feedback might best play a role in leadership preparation and practice improvement. Specifically, the goal was to discover more about how leaders respond to 360-degree feedback exercises and how, from the insights of the sample group, 360-degree processes might be strengthened for maximum impact.

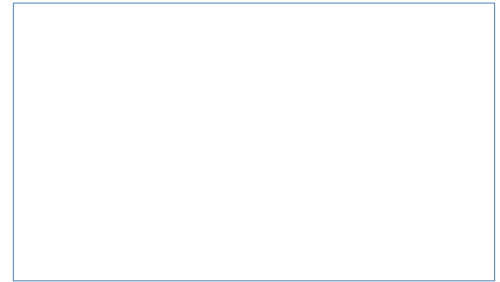


Design/methodology/approach

The paper includes a sample of eight new and emergent leaders at one university in Australia who complete a 360-degree feedback survey. Through semi-structured interviews, they are asked to report on their learning as a result of undertaking the 360-degree exercise. A constant comparison method of data analysis is used to analyse the participants' responses.

Findings

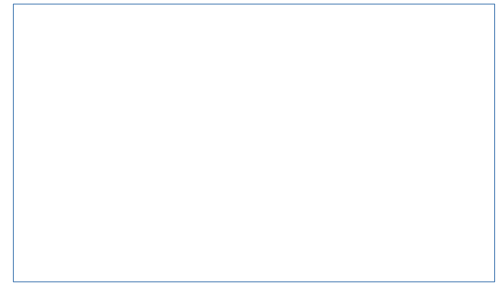
The findings support an incremental theory approach in that participants see the feedback exercise as an opportunity to improve their capabilities and pursue learning goals over time by acting on development items suggested by the feedback. It is posited that support received by participants in undertaking the feedback activity as part of a program of development contributes to the positive response.



Practical implications

An implication from the findings is that senior staff as participants enter into a feedback process more willingly if they know that the process “counts” (is valued by) the organisation. The study suggests that, whether the feedback largely affirms current practice for the ratee, or identifies areas for improvement, it is most important that the ratee feels comfortable to gain the feedback and to act upon it.

Findings implies a duty of care for organisations using a multi-source feedback tool to ensure the instrument’s relevance, contextual clarity, strategic positioning for the process, and a quality of facilitation capable of fostering self-efficacy and growth in participants.



Case Study: Starwood Hotels

Starwood Hotels & Resorts Worldwide, Inc. owns, manages and franchises some of the most well-known brands in the hotel industry. With over 1,000 properties and approximately 145,000 employees, Starwood is one of the world's largest hotel companies and one of the well-respected in the industry. Starwood wanted to provide a valuable developmental offering for all leaders across the global organization. The first step in the 360 feedback implementation process was to make sure the 360 survey items not only included core leadership skills but also those constructs such as critical thinking, emotional intelligence and global perspective.



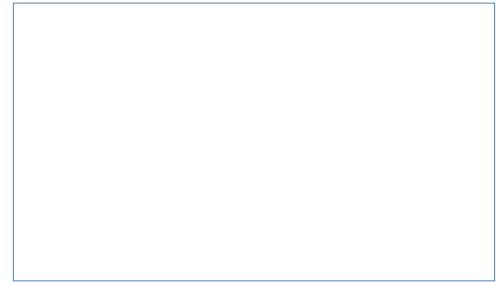
Image Source: <https://hospitality-on.com/en/investissements/starwood-hotels-receives-takeover-bid-13-billion>



Case Study:

The Human Resources team at Starwood wanted the 360 degree feedback data to provide their leaders and the overall organization with a solid foundation for making leadership development decisions. The 360 degree feedback data allowed the team to address a variety of individual and organizational aspects.

The HR leadership team, along with other executives at Starwood, now has actionable talent data from which to create many different leadership development initiatives such as specific development programs targeted at common opportunity areas.

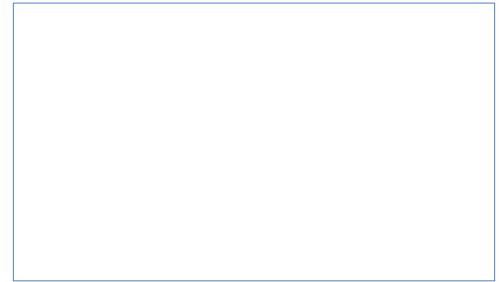


Case Study:

Questions:

Q1) How the 360 degree evaluation have helped Starwood hotels? Discuss

Q2) If the company want know to move forward with 720 degree evaluation for leadership development. How would you suggest the company to do so?



BOOK RECOMMENDATION

The Power of 360 Degree Feedback

Authors: T V RAO, RAJU RAO

Publisher: SAGE Publications India Pvt Ltd

Language: English

Paperback: 292 Pages

ISBN: 9788132119692

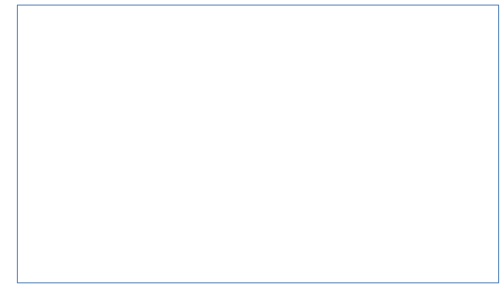
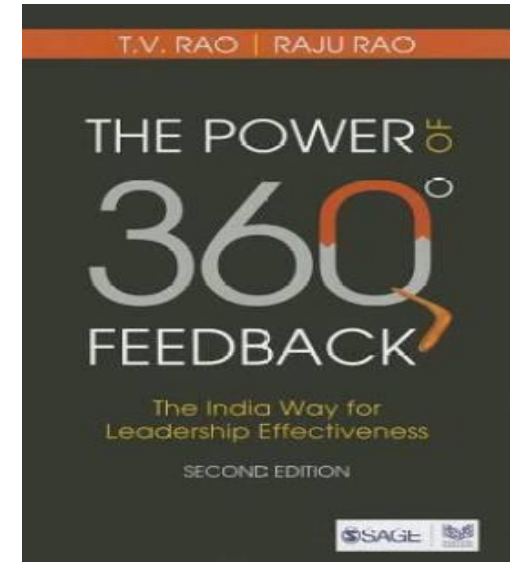


Image Source: <https://rukminim1.flixcart.com/image/416/416/book/6/9/2/the-power-of-360-degree-feedback-original-imaeb7wtd7h2ghyj.jpeg?q=70>

BOOK RECOMMENDATION

360 Degree Feedback, or multi-rater feedback, is an established HR methodology used in organizations across the world. This book presents in-depth details about the process of developing managers into leaders and outlines methodologies for designing and using a 360 Degree Programme for managers at all levels.

This second edition draws extensively from the authors' own experiences in the last decade since the first edition was published. The book also includes research done using over 8,000 top-level managers whose leadership roles and qualities were profiled using the authors' Roles, Styles, Delegation and Qualities (RSDQ) model.

Lessons from their stories and practices of some of the HR award-winning organizations are presented in this edition. The book also presents a section on the various tools of 360 Degree Feedback for a variety of groups. It is hoped that this edition will give an update of the 360 Degree Feedback the Indian way.

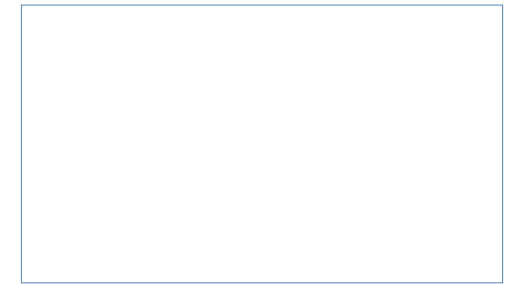
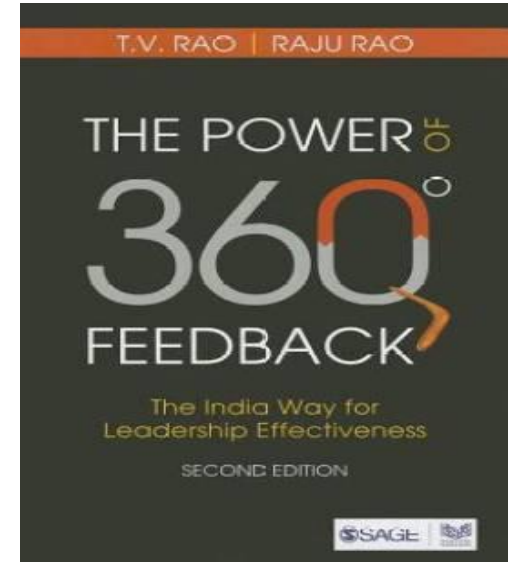


Image Source: <https://rukminim1.flixcart.com/image/416/416/book/6/9/2/the-power-of-360-degree-feedback-original-imaeb7wtd7h2ghyj.jpeg?q=70>

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Thank You

