

360° Feedback

Online, Paper/Pencil, or Diskette

There are several critical success factors that can be the difference between success and failure in your 360° program. You need:

- Competency-based, research-validated assessment models (or) custom models
- Seamless administration flexible to your organizations preference
- Direct linkage to development planning/ action through the use of practical behavioral recommendations
- Resources/flexibility to align assessment model with the organization's own business environment and strategy

The 360° assessment process can be immensely valuable when the right tool and the right approach are matched with the organization. Our capabilities and experience helping hundreds of organizations can make the difference in your success.

OUR FOUR OFF-THE-SHELF COMPETENCY MODELS:

Performance Skills Leader

PS Leader is a research-based leadership competency assessment that gives leaders an objective analysis of their leadership effectiveness, and helps them target areas for improvement. The core of the assessment is a set of 24 clearly defined competencies that have been shown to be an essential part of effective leader performance.

PS Supervisor

PS Supervisor is a subset of *PS Leader* competencies ideally suited to supervisors or first-level managers. It focuses on 12 of the 24 competencies drawn from the Personal, Interpersonal, Workforce, and Business competency clusters. *PS Supervisor* includes fewer behavioral items so it will take less time to complete the questionnaire and interpret results.

Individual Contributor

Designed for professional staff who do not have anyone reporting to them, this competency model includes a cluster of internal consulting competencies such as influencing, change management, customer focus, and flexibility.

Perspectives

The *Perspectives* model includes 12 fundamental managerial competencies identified by several landmark competency

studies undertaken at major U.S. corporations, including AT&T, Ford, Kodak, and Martin Marietta. These studies were conducted to determine which competencies highly effective managers and supervisors possess to a greater degree than average performers. These 12 competencies can be trained directly with half-day off-the-shelf workshops available through the *Managing to Excel* off-the-shelf workshop series. There is also a cluster of five leadership competencies, making this a well-rounded, research validated competency model.

Why Should You Choose Our 360° Feedback Program for Your Organization?

- Flexibility—This multirater assessment can be used as a self-assessment or with supervisors, peers, and direct reports in any combination for 360° Feedback.
- Easy to Administer—*PS Leader* can be completed with paper and pencil, on diskette, or online. All report results are processed and shipped to the client within 48 hours. The client can control printing online results on-site. We also provide a comprehensive Administrator's Manual that guides you through your first interpretation seminar and assists with program administration.
- Confidentiality Guaranteed—No matter what method you use to administer 360° Feedback, we are committed to confidentiality so that peers and direct reports can feel comfortable giving honest feedback.
- Relevant Feedback—The assessment provides a method for accurately measuring competencies. Rather than answering questions about particular leadership competencies that can be difficult or impossible to make judgments about, respondents are asked to rate specific, observable behaviors associated with these competencies.
- Convenient—We process your data and return reports with interpretation support materials as soon as questionnaires are completed and sent in. Or, you can print your own results if you prefer online administration.
- Group Reports Available—Now HR departments can plan for development needs corporate-wide! This 360° Feedback program can be used throughout the organization as part of a complete strategy for high performance.

Free PS Leader Information Brochure!

Order this complimentary brochure for more information on

- Report samples and descriptions
- Details on available support
- Options for administering 360° Feedback

360° Feedback provides the following reports:

Individual Reports

- Report Overview
- Competency Ranking
- Task Scores
- Overview of Development Needs
- Job Requirements Comparison
- Overview of Job Skills
- Development Suggestions

Group Reports

- Overview of Group Development Needs
- Group Task Scores
- Task Ranking
- Group Development Suggestions
- Demographic Report
- Group Job Requirements Comparison
- Competency Ranking
- Overview of Job Strengths
- Return-on-Investment (optional)
- Pre-test/Post-test Comparison (optional)

Options for Service and Support

Certified PS Leader Facilitator—Train-the-trainer courses are available to prepare facilitators for these new responsibilities.

In-House Interpretive Seminar—The developers of *PS Leader* can conduct either a full-day or half-day seminar at your site. These seminars provide a structured process for managers to review, understand, and take action on their *PS Leader* results. A Training House Associate will work with you to integrate your company's goals and ideals into the development plans for each manager.

Customization—Your 360° Feedback program can be tailored to your organization's goals or business circumstances. Either provide us with a competency model specific to your company, or let us develop performance-based competencies for any group in your organization. Inquire about our extensive experience in competency-model development and our record of achievement.

The PS Leader Model

The *PS Leader* Model is the result of years of extensive research involving over 12,000 supervisors, managers, and executives in private as well as public sector organizations. The research was conducted to determine which specific skills top performing leaders possess that set them apart from average or ineffective managers. The result was the definition of 24 "most critical" leadership competencies which are outlined in the *PS Leader* Model.

