

# Workplace Enhancement Notes

A Journal to Help People Build and Lead Great Organizations

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## The Power of Leadership Assessment

**H**ow effective are the leaders in your organization at actually leading others? Do your leaders have the skills and knowledge to guide your organization successfully into the future?

And how do you know that your leaders are getting you the results that you need to achieve your organization's goals?

These questions cut to the heart of the key challenge of leadership in organizations today: *Are leaders truly leading others toward the organizational outcomes that matter for the long term?*



**360° Leadership Assessment and Development.** The most powerful way to answer these questions about leadership and leadership effectiveness is by exploring the perspectives of those who look to the leader for guidance, direction, and support. The 360° approach to leadership assessment involves gathering specific behavioral feedback on the leader's effectiveness from the leader's boss, direct reports, peers, and others (e.g., customers, partners,

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[www.RussellConsultingInc.com](http://www.RussellConsultingInc.com)

## Providing 270° Feedback to Employees

**W**e all know about 360 leadership assessments — where leaders get rich behavioral feedback from multiple perspectives — but wouldn't it be great if a similar process existed for employees?

The good news? There IS a multi-rater process for employees as well. Russell Consulting calls its employee assessment process a **270° peer assessment** in that it gathers both quantitative and qualitative data on a frontline employee's effectiveness from three different perspectives: the employee's boss, peers, and customers/others. The only perspective missing from a 270° that's common to the 360° process is the "direct report" group — something a frontline employee wouldn't have a need for.

### The Power of 270° Peer Assessments

Frontline employee success must be gauged by more than whether or not they hit their performance targets. We can certainly have "star employees" who achieve their productivity goals but who fail at building strong team, customer, or partner relationships. This is where 270° assessments shine — these anonymous and online assessments provide crucial feedback on the degree to which employees contribute to others' success, not just their own. By gathering data from these diverse sources, individual employees and their

*(Continued on page 3)*



### Read this Issue to . . .

- Discover approaches to assessing leadership effectiveness.
- Explore 270° peer assessments.
- Learn about the "stay interview."



## Leadership 360° Assessments, continued from page 1

venders, etc.). The power in the process is on its holistic view of the leader and the specific feedback it offers on key leadership competencies and behaviors.

**Leadership Defined.** Leadership is the capacity to "induce, influence, show the way" and leaders are most effective when they can attract and retain "followers" - those who are willing to work with the leader to achieve shared goals. Knowing if your leaders are providing this kind of authentic leadership is key to your organization's long-term success. That's why Russell Consulting offers an array of 360° leadership assessments that can help you grow your leaders to their next level.

- **Everything DiSC 363° Leadership Assessment** — based upon the **The 8 Dimensions of Leadership** by Sugerman, Scullard, and Wilhelm (Berrett-Koehler, 2011) and the Everything DiSC behavior profile. This assessment is especially powerful in that, by using the DiSC profile, it helps a leader better understand the origins of his or her behaviors and how they affect others.
- **Leadership Practices Inventory (LPI)** — a 360° leadership assessment and development process based upon the groundbreaking work by James Kouzes and Barry Posner in their book **The Leadership Challenge** (Jossey-Bass, 2012, 5th Edition). This simple 30-item assessment's power comes from the 25 years of research behind the model.
- **Fully Customized 360° Leadership Assessment** — RCI custom-builds a leadership 360° around the core competencies and associated behaviors that are unique to your business. We start the process by having you review our standard set of leadership competencies and behaviors and select those you want to include in your 360° process. You can include additional competencies and behaviors to ensure that the final suite of behavioral statements capture all of what it means to be a leader in your organization. There are also ample opportunities for open-ended questions to enable respondents to give rich qualitative feedback to the leader.

**A Simple Web-Based Process.** With simple web-based assessment tools, we guide your leaders through the process of identifying those people whom they will invite to assess the importance and quality of their performance in each of the core competencies.

Our web-based 360° process is simple to use. We can create and deploy a leadership survey in a matter of days. Each leader and each of the leader's respondents receive an e-mail invitation to complete the online survey. It's as simple as that!

**Quality Feedback Reports for Each Leader.** We provide a detailed report on each leader's feedback. The data are presented both statistically and graphically in a one-on-one executive coaching session or in a workshop setting to aid the leader in understanding his or her data.

Features of our 360° leadership feedback report include:

- The leader's overall effectiveness in each of the core competency areas

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**"Criticism may not be agreeable, but it is necessary. It fulfills the same function as pain in the human body. It calls attention to an unhealthy state of things."**

— Winston Churchill  
British Prime Minister,  
statesman  
b. 1874, d. 1965



**Call Russell Consulting today to explore how our online assessment tools can help transform your leaders, frontline employees, and your entire company.**

(608) 274-4482

**"I am not what happened to me; I am what I choose to become"**

— Carl Jung, Swiss psychiatrist and psychoanalyst  
b. 1875, d. 1961

## 360° Leadership Assessments, continued from page 2

- The strongest/weakest leader behaviors — areas where the leader was rated as most effective and areas where the leader was rated as less effective
- Detailed data on the leader's effectiveness for each of the leadership competencies and the specific behaviors that comprise that competency
- The survey responses for each question are analyzed by each of the leader's respondent groups: self, boss, peers, direct reports, and other
- Open-ended comments — qualitative comments offered by respondents about the leader's effectiveness
- For the Everything DiSC 363° for Leaders Assessment, a rich exploration of the leader's DiSC profile and its impact on the leader's effectiveness
- A group 360° report that enables you to see the larger trends across all leaders participating in the 360° process.

**Contact Russell Consulting, Inc.** Contact RCI to receive sample 360° reports and to learn more about our 360° leadership assessment processes and how they can help transform your leaders using behavioral feedback.

*For information on how our **customized or standardized 360° leadership assessments** can transform your company's leaders, call or e-mail us today.*

*We can help you choose the right 360° leadership assessment to achieve your leadership development goals.*

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**Call RCI Today!**

**(608) 274-4482**

## 270° Peer Assessments, continued from page 1

managers can better understand how others see the employee: where they bring behavioral strengths into their workplace behaviors and where they need to improve. Rather than relying exclusively on performance metrics or feedback from a manager, the 270° peer assessment process offers a holistic view that can lead to transformative insights, learning, and growth in a frontline employee.

### A Simple Online Assessment Process

The first step in our 270° peer assessment process involves defining the core competencies that employees need in order to be successful in their jobs and in their relationships. These might include such competencies as:

- Communication
- Demonstrating leadership
- Emotional intelligence
- Teamwork/collaboration
- Performance accountability
- Goal and solution-driven approach
- Engagement and initiative
- Customer service orientation
- Priority and time management
- Conflict management




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**“Everyone sits in the prison of his own ideas; he must burst it open.”**

Albert Einstein  
German physicist  
b. 1879, d. 1955

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We then define at least four specific behaviors for each competency. This becomes the foundation for the customized peer assessment process that we create for you. And, once the data is collected, we build reports and facilitate a feedback workshop where employees create a development plan that moves them beyond the data toward insight, learning, and growth.

**Want to know more about RCI's 270° peer assessment process?** Contact RCI to find out how 270° assessments can move employee performance to the next level while also strengthening their relationships with their managers, customers, and peers. 270° peer assessments help create the epiphany that leads to transformation!





**Need help in designing and conducting stay interviews?**

**Call RCI today to learn how we can help you structure these crucial conversations to help retain your talent.**

**What's the alternative? Letting them head to the exits? Or worse, NOT leaving and being disengaged employees?**

(608) 274-4482

**"You may not control all of the events that happen to you, but you can decide not to be reduced by them."**

— Maya Angelou  
American Poet  
b. 1928, d. 2014

## Conducting Stay or Engagement Interviews

**Y**ou've likely heard of the "exit" interview — a formal interview to find out why a valued employee is leaving. Unfortunately, these exit interviews are often too late. The employee has already made the decision to walk out the door — and take their talent and experience with him or her.

Wouldn't it be nice if we could get to our employees **before** they exit? That's the job of the "stay" or engagement interview. When we conduct the stay interview, we are exploring an array of issues that relate to the employees level of engagement which, if we knew more about them, might enable us to prevent employees from even thinking about heading toward the exits.

**The Purposes of the Stay Interview.** The purposes of the stay interview are two-fold: to (1) better understand what's working and what's not in the employee's everyday work experience and (2) strengthen the level of understanding and trust between the employee and his/her supervisor. When designed well, the engagement interview can accomplish these two goals and more. These interviews demonstrate that the manager and organization are interested in knowing about the employees' experience on the job and what could be done to facilitate greater job satisfaction and engagement.

**Who Conducts Them and When?** For the greatest impact, the most effective engagement interview is conducted by the employee's supervisor. Why the supervisor? If our twin goals of the interview are understanding what's going well and what's not going well in the work environment to support employee engagement and strengthening the understanding and trust with the employee's supervisor, then this is really about a conversation between these two individuals. Involving a third party (e.g., a human resources professional) adds an unnecessary filter. Better that they talk to each other rather than through another person.

We recommend that an expanded engagement interview be conducted once a year on an employee's anniversary date with shorter, more focused conversations on at least a quarterly basis. These more frequent engagement "check-in's" last around 20 minutes. This 20 minute conversation is likely the best investment that a manager can make with an employee: it strengthens mutual understanding and the relationship.

**What Questions Should be Included?** Our recommended stay interview explores such issues as: *What do you like best about working here? Least? Where, in the company, do you see yourself five years from now? What are you learning in your work with us? What are your internal drivers/motivators? To what extent do we fully utilize your talents and passion in the work you do for us? Do you like coming to work every day? Why or why not?*

**Want help in designing YOUR stay interviews?** Contact RCI for an example set of stay interview questions and for ideas on how to integrate a stay interview process into your company's practices.

ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH  
QUALITY WORKPLACE CONSULTING AND TRAINING SERVICES



Jeff and Linda Russell, Co-Directors

Workplace Enhancement Notes is a journal published periodically by Russell Consulting, Inc. (RCI) for its clients. Notes shares insights and issues that emerge from RCI's consulting practice around leadership, strategy, change, performance management, communication, quality improvement, team development, and customer service. Visit us online for information on the full range of our consulting and training services.

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