360-degree Feedback Survey

Measure the most important leadership competencies and identify those behaviors that undermine a leader’s effectiveness.
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@decisionwise.com.

### Business Acumen

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Average</th>
<th>Good</th>
<th>Excellent</th>
<th>Outstanding</th>
<th>Don't Know</th>
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</thead>
<tbody>
<tr>
<td>1. Stays current with the latest trends and advances in his/her industry or field.</td>
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<td>2. Demonstrates a clear understanding of the factors that impact our success as a business.</td>
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<td>3. Is respected as a talented and knowledgeable person in his/her area of responsibility.</td>
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<td>4. Sets clear direction that aligns his/her team with the organization's strategy.</td>
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### Decision Making

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<tr>
<th>Item</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
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<th>Excellent</th>
<th>Outstanding</th>
<th>Don't Know</th>
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<tr>
<td>5. Makes decisions that reflect a clear understanding of what we do.</td>
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<td>6. Considers multiple sources of information when making important decisions.</td>
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<td>7. Makes decisions in a timely manner.</td>
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<td>8. Demonstrates good judgment and common sense when making decisions.</td>
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### Planning & Organization

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<tr>
<th>Item</th>
<th>Very Poor</th>
<th>Poor</th>
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<th>Excellent</th>
<th>Outstanding</th>
<th>Don't Know</th>
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<tbody>
<tr>
<td>9. Creates short-term goals that fit within the long-term strategy of the organization.</td>
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<td>10. Breaks down larger projects into manageable tasks.</td>
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<td>11. Uses his/her time effectively.</td>
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<td>12. Keeps people focused on the organization's key initiatives and priorities.</td>
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360-degree Feedback Survey Sample Items

Integrity & Trust

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Poor</th>
<th>Poor</th>
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<th>Average</th>
<th>Good</th>
<th>Excellent</th>
<th>Outstanding</th>
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<tr>
<td>13. Is honest, ethical, and trustworthy.</td>
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<td>14. Can be counted on to follow through with his/her promises.</td>
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<td>15. Takes responsibility for his/her own actions.</td>
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<td>16. Sets a good example of the behavior he/she asks for.</td>
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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 may 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

<table>
<thead>
<tr>
<th>Derailer</th>
<th>None</th>
<th>Very Little</th>
<th>Some</th>
<th>Quite a Bit</th>
<th>A Great Deal</th>
<th>Don't Know</th>
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<tr>
<td>52. Lacks Focus: Easily distracted; shifts from task to task without getting the most critical things done.</td>
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<td>53. Not a Team Player: Selfish; places personal agenda before the good of the team.</td>
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<td>54. Disengaged: Appears bored or dissatisfied with work; does just enough to “get by.”</td>
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<td>55. Not Trusted: Violates or compromises the trust of others; has difficulty gaining the trust of others.</td>
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</table>

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@decisionwise.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
13. Employee Engagement
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.
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 if 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.
360-Orientation

The 360-orientation web meeting provides participants and raters an opportunity to understand the 360-degree feedback experience. During this 30-minute web meeting, 360 participants or raters will be prepared for the survey process. We will outline the 360 process, explain who will see the results and how they will be used, and answer any questions from participants. The survey, sample report, and action planner will be reviewed during the meeting.

360 Individual Results Debrief

Each participant will meet one-on-one with a DecisionWise certified consultant. This personal debrief of the 360 will help participants gain an increased understanding of the confidentially provided feedback and distinguish between their perceptions and the perceptions of others. The consultant will guide the participant in applying the information to close the competency and behavioral gaps. These sessions generally last 1 hour and are conducted via telephone. During the session participants will:

- Understand their feedback and distinguish the differences in perceptions
- Gain deeper personal awareness and perspective on personal impact
- Focus on natural strengths, talents, and skills, as well as potential “derailers”
- Identify gaps in perceptions

360 Group Coaching Workshop

A DecisionWise executive coach will conduct a group workshop to help participants understand their feedback and begin to create action plans. The group session lasts about two hours for up to 15 participants.

The workshop agenda is as follows:

- Understanding Feedback, Interpreting the Report
- Understanding Strengths, Derailers, Gaps
- How to create Development Plans
360 Individual Coaching Session and Development Plan Creation

Each participant will meet one-on-one with a DecisionWise ICF certified coach to receive a personal coaching session on their feedback. This 2-hour coaching experience puts the participant's development goals at the center of the coaching conversation. With a forward-looking approach, the coach will leverage the survey data to focus on the participants strengths and development goals. The participant assumes greater ownership of the development experience as the coach guides them through their thoughts, feelings, and actions. The support network of mentors, peers, and associates will provide support, consistency and accountability during the development process. These sessions generally last 2 hours and can be conducted via telephone or onsite.

During the session participants will:

- Understand their feedback and distinguish the differences in perceptions
- Gain deeper personal awareness and perspective on personal impact
- Focus on natural strengths, talents, and skills, as well as potential “derailers”
- Create and involve a support network of mentors, peers, and associates.
- Construct a development plan for the next 6 months
- Identify structure, support, and accountability for implementing the development plan
500+ clients in 70 countries and 30 languages
Over 30 million survey responses
Coach executives around the world
Train leaders on coaching skills
“Turn Feedback into Results”
We literally wrote the books on Employee Engagement

Learn more about ENGAGEMENT MAGIC® Training

Most leaders understand that engaged employees are passionate about their jobs and deliver better results. Most of us know what it’s like to either be engaged or disengaged, yet we don’t understand how engagement really works. ENGAGEMENT MAGIC® introduces you to the five MAGIC keys of employee engagement—Meaning, Autonomy, Growth, Impact, and Connection—and discusses how leaders can help employees achieve higher levels of engagement, while taking ownership of their own engagement.

DecisionWise ENGAGEMENT MAGIC® workshops are based on the concepts and research from the book ENGAGEMENT MAGIC: Five Keys for Engaging People, Leaders, and Organizations. The book provides a five-part approach to making organizations stronger, more profitable, and better places to work. Visit www.decision-wise.com/employee-engagement-magic-training/ for more information.

The Research
Based on over 30-million employee engagement survey responses across 70 countries, ENGAGEMENT MAGIC® combines principles of psychology and motivation with solid business concepts. Written by internationally recognized expert in leadership and employee engagement, Dr. Tracy Maylett, the book and workshops provide actionable advice that will reduce attrition, encourage initiative, drive growth and profit, and increase personal engagement in one’s work.

Engaging Content
Leaders and employees will find real-world case studies, exercises, assessments, thought-provoking questions, and suggestions that will increase engagement at the individual, manager, and organizational levels.
Want a profit-enhancing Customer Experience? Start with the Employee Experience.

The data are unambiguous: organizations with engaged workforces are more profitable, enjoy greater growth, and win the battle to keep the most talented personnel. Employees who have a fulfilling, rewarding work experience perform better, achieve more, and bring more value to the organization.

The Employee Experience helps organizations attract and retain top talent, and reveals the secrets for building a deeply engaged workforce. With insights into the dynamics of trust and mutual expectations, this book proves that before you can deliver a transcendent customer experience (CX), you must first build a superlative employee experience (EX).

It’s not about perks. It’s not about creating a worker’s utopia, and it doesn’t mean that work must be easy. But by establishing a clear set of expectations and promises—collectively known as “the Contract”—and upholding it consistently, employers can build the essential trust that leads to powerful employee engagement.

The Employee Experience teaches you how to leverage the full potential of your people to transform your future:

• Make the Employee Experience a core part of your strategy
• Understand employee expectations and bridge the ‘Expectation Gap’
• Establish a rock-solid Contract that breeds trust and confidence
• Build a culture of support and achievement
• Turn employee engagement into an exceptional customer experience, profit, and growth

When you give talented people the space to achieve and thrive, their experience will be reflected in the customer experience. The Employee Experience shows you where extraordinary companies start . . . and how to build one.
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