



Leadership Development

Multi-source feedback supports leadership development by providing diagnostic information. A typical leadership survey addresses such skills as planning, delegating, encouraging innovation, teambuilding, observing, performance coaching and performance management. It may also assess interpersonal skills like listening, dialogue and resolving conflicts. All levels of leaders can be assessed, and survey items can be customized for each level. Developmental programs can then be designed based on the consolidated needs assessment data.

HOW TO SET UP 20/20 INSIGHT GOLD

Leadership assessment is by far the most commonly used application for 20/20 Insight.

Subject. The name of each leader is entered as a subject.

Respondent relationship types. Typical relationships are boss, peers and direct reports. Organizations may use different terms for these:

- Instead of boss – supervisor, manager or executive
- Instead of peer – coworker or colleague
- Instead of direct report – associate, team member or subordinate

Surveys. The Survey Library has four leadership surveys:

- Personal Leadership – self-leadership and communication behaviors
- Team Leadership – first-line or operational leadership behaviors
- Executive Leadership – strategic leadership behaviors
- Vital Learning Leadership Skills – behaviors based on the modules in the award-winning Supervision Series from Vital Learning Corporation

Hundreds of key behaviors are listed in dozens of categories – many times more than would be practical for a single survey. Before setting up the project, you'll want to review the surveys with stakeholders and select the most appropriate items.

Open-ended questions. One or two open-ended questions can give leaders a quick overview of what their respondents like most and like least about their current performance.

- What is the strongest aspect of this person's leadership?
- What can this person do to become a more effective leader?

Scales. The "Satisfaction" scale is a good choice because it tells leaders how satisfied the people around them are with the leader's performance. If you want to give the leader comparative information about current vs. desired performance, you can use the "Frequency" and "Expected Frequency" scales.