FRONT-LINE LEADER 360

PROMOTED FOR DOING THE WORK. NOW THEY HAVE TO LEAD IT.

A confidential 360-degree assessment for supervisors and front-line managers

Most front-line leaders are promoted because they excelled at the work, not because anyone prepared them to lead it. The gap shows up in the team first: unclear priorities, uneven feedback and problems left too long. The Front-Line Leader 360 shows each leader how their leadership is actually experienced, then their coach helps them find a clear place to start.

When to use it

- New supervisors in their first 12 months
- Before or after a leadership program
- Teams showing strain in engagement or turnover
- At the start of a coaching engagement

What it measures

01 Setting direction
Clear expectations, priorities and follow-through.

02 Developing people
Feedback, coaching and recognizing good work.

03 Building trust
Fairness, consistency and approachability.

04 Handling hard moments
Addressing performance and handling conflict.

05 Managing up and across
Escalating well and working across teams.

Rated by the leader, their manager, peers, direct reports and others. 40 rated items and 3 written questions, about 15 minutes per rater.

How it works

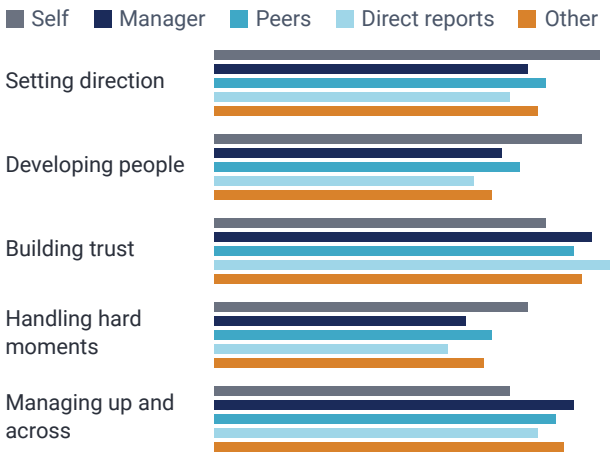
1. **Your coach introduces the 360**
   Together you agree who to invite and when.
2. **ClearPoint360 handles the rest**
   Setup, invitations, reminders and confidential responses.
3. **Your report is produced**
   Prepared by ClearPoint360 and reviewed before release.
4. **Your coach leads the debrief**
   Turning the data into a practical plan.

Simple for you and your raters. Typically 3 to 4 weeks from launch to report.

What you receive

A personal report: self versus each rater group
Written comments, grouped and anonymized
A confidential debrief with your coach
A development plan with two or three priorities

SAMPLE REPORT EXCERPT



Illustrative data only. Rater group names can be tailored to your organization.

Designed by Drew Bird: accredited EQ and AQ Master Trainer, Executive Faculty at the University of Alberta, MSc in Organizational Psychology, MA in Leadership, and author of *The Leader's Guide to Feedback* and *The Leader's Guide to Emotional Intelligence*.

YOUR COACH

Name _____ Practice _____

Email _____ Phone _____

FRONT-LINE LEADER 360 · THE EVIDENCE

WHY THE FIRST LEADERSHIP ROLE DESERVES ITS OWN 360

214 organizations

Across 214 organizations, promotions favored top performers over people more likely to succeed as managers.

Benson, Li & Shue, 2019

70%

Gallup estimates managers account for at least 70% of the variance in team engagement scores.

Gallup, 2015

Coaching

Of 1,361 managers given 360 feedback, those who worked with a coach set more specific goals and improved more.

Smither et al., 2003

The five areas, and what raters are asked

AREA	WHAT THE RESEARCH SAYS	SAMPLE ITEMS
01 Setting direction	Specific, challenging goals tend to raise performance more than vague ones. (Locke & Latham, 2002)	*Agrees on measurable goals with each team member.* *Prioritizes tasks by importance and urgency.*
02 Developing people	Feedback helps most when it targets the task and behavior, not the person. (Kluger & DeNisi, 1996)	*Gives feedback that describes specific behaviors.* *Asks questions that help others find their own solutions.*
03 Building trust	Trust in a direct leader is linked to performance, commitment and satisfaction. (Dirks & Ferrin, 2002)	*Holds people to the same performance standards for the same work.* *Invites people to raise concerns.*
04 Handling hard moments	Leaders who avoid problems are linked to more conflict and distress in teams. (Skogstad et al., 2007)	*Addresses performance problems promptly.* *Keeps disagreements focused on issues rather than individuals.*
05 Managing up and across	Skill at networking and influence is linked to rated job performance. (Ferris et al., 2007)	*Escalates issues that threaten delivery.* *Builds working relationships with peers in other areas.*

Built on one research-informed library

The 40 items come from 14 competencies in the ClearPoint360 Leadership Competency Library: more than 500 observable behaviors informed by published research. Every item describes something raters can see or hear.

Getting the most from your results

Look for patterns across rater groups rather than single scores, and treat comments as perspectives, not verdicts. Your coach will help you choose two or three priorities and turn them into action.

Rater groups named to fit your organization.

3+ raters per group before results are shown.

Comments verbatim and never attributed.

Report goes to you and your coach only.

REFERENCES

Benson, A., Li, D., & Shue, K. (2019). Promotions and the Peter Principle. *Quarterly Journal of Economics, 134*(4), 2085–2134.

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership. *Journal of Applied Psychology, 87*(4), 611–628.

Ferris, G. R., et al. (2007). Political skill in organizations. *Journal of Management, 33*(3), 290–320.

Gallup. (2015). *State of the American Manager.* Gallup, Inc.

Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance. *Psychological Bulletin, 119*(2), 254–284.

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist, 57*(9), 705–717.

Skogstad, A., et al. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of Occupational Health Psychology, 12*(1), 80–92.

Smither, J. W., et al. (2003). Can working with an executive coach improve multisource feedback ratings over time? *Personnel Psychology, 56*(1), 23–44.

© 2026 ClearPoint360