SENIOR LEADER 360

THE HIGHER THEY GO, THE LESS TRUTH THEY HEAR.

A confidential 360-degree assessment for directors and senior managers

Senior leaders are judged less on what their own function delivers and more on what the whole organization achieves. Their decisions reach further, yet the feedback they receive is thinner and more filtered. The Senior Leader 360 shows how they are experienced across the organization, then their coach helps them find a clear place to start.

When to use it

- Leaders stepping into director or division roles
- Ahead of a new strategy or major initiative
- Senior leadership team development
- At the start of a coaching engagement

What it measures

01
Strategic thinking
Seeing ahead and thinking in systems.

02
Enterprise mindset
Putting the whole organization first.

03
Culture and values
Shaping the culture people experience.

04
Developing leaders
Growing leadership across the organization.

05
Influence and stakeholders
Building support and key relationships.

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 _____

SENIOR LEADER 360 · THE EVIDENCE

WHY SENIOR LEADERS NEED A CLEARER VIEW

1 in 3

Only about a third of 11,000 leaders and managers surveyed could list their organization's top three priorities.

London Business School, 2015

9%

Of 7,600 managers, only 9% could consistently rely on colleagues in other functions and units.

Sull, Homkes & Sull, 2015

Feedback

Stretch roles build leadership skill up to a point; access to feedback offsets the diminishing returns.

DeRue & Wellman, 2009

The five areas, and what raters are asked

AREA	WHAT THE RESEARCH SAYS	SAMPLE ITEMS
01 Strategic thinking	Organizations partly reflect how their senior leaders see and interpret the world. (Hambrick & Mason, 1984)	*Discusses long-term consequences when comparing options.* *Challenges assumptions underlying current strategy.*
02 Enterprise mindset	Senior teams that share information and decide together were linked to stronger organizational performance. (Lubatkin et al., 2006)	*Puts the interests of the whole organization ahead of those of their own unit.* *Brings an organization-wide perspective to leadership team discussions.*
03 Culture and values	Ethical leadership at the top flows down through supervisors. (Mayer et al., 2009)	*Models the organization's values in daily behavior.* *Raises difficult issues with more senior leaders.*
04 Developing leaders	Leadership shared across a team is linked to team effectiveness. (Wang, Waldman & Zhang, 2014)	*Coaches other leaders on their leadership.* *Supports internal career moves, even when it means losing team members.*
05 Influence and stakeholders	Effective general managers built wide networks to get their agendas done. (Kotter, 1982)	*Builds coalitions to advance important initiatives.* *Balances the competing interests of different stakeholders.*

Built on one research-informed library

The 40 items come from 11 competencies in the ClearPoint360 Leadership Competency Library of more than 500 observable behaviors. All four level instruments share it, so growth can be tracked as leaders move up.

Getting the most from your results

Senior leaders often get the most filtered feedback, so this is a rare, candid view. Look for patterns across rater groups and treat comments as perspectives, not verdicts. Your coach will help you choose two or three priorities.

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.

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