EXECUTIVE LEADER 360

EVERYONE IS WATCHING. FEW WILL TELL THEM WHAT THEY SEE.

A fully managed 360-degree assessment for executives and C-suite leaders

Executives set the tone for the whole organization. Their words and actions are amplified far beyond the room, yet honest feedback gets rarer the more senior they become. The Executive Leader 360 shows how they are experienced by their board, peers, teams and stakeholders, then gives them coaching and a clear place to start.

When to use it

- New executives in their first year
- Executive team development
- Ahead of a major transformation
- Alongside executive coaching

What it measures

01
Setting direction
Vision and enterprise strategy.

02
Leading the top team
Building one cohesive executive team.

03
Shaping culture
Setting the tone from the top.

04
Leading transformation
Mobilizing the organization through change.

05
Governance and stakeholders
Boards, partners and external relationships.

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

How it works

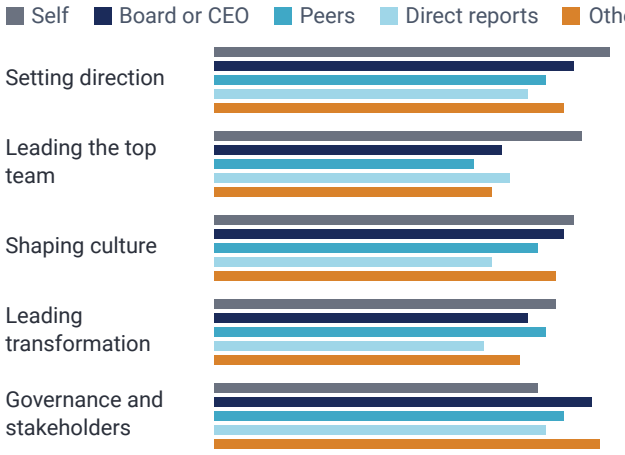
1. **We set it up with you**
   Raters and timing agreed in one short call.
2. **Raters respond confidentially**
   Online, with reminders handled by us.
3. **We produce the report**
   Clear, visual and reviewed before release.
4. **The leader is coached**
   Debrief and coaching turn data into a plan.

You nominate the leader. We do the rest. Typically 3 to 4 weeks from launch to report.

What the leader receives

A personal report: self versus each rater group
Written comments, grouped and anonymized
Four debrief and coaching sessions
A development plan with two or three priorities

SAMPLE REPORT EXCERPT



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

Coaching sessions are included with our Fully Managed plan. With Assessment Only, your own coaches lead the debrief.

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*.

See the instrument and a sample report in a 30-minute call.

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EXECUTIVE LEADER 360 · THE EVIDENCE

WHY EXECUTIVES NEED HONEST FEEDBACK MOST

25%
CEOs explain about 25% of variation in organizational performance, up from 6 to 8% in the 1950s.
Quigley & Hambrick, 2015

65 organizations
Across 65 organizations, CEOs who actively sought feedback were linked to stronger performance.
Ashford et al., 2018

3,600 leaders
The more senior the leader, the more they overrated their skills compared with how others saw them.
Eurich, 2018

The five areas, and what raters are asked

AREA	WHAT THE RESEARCH SAYS	SAMPLE ITEMS
01 Setting direction	A CEO's vision, and how it was communicated, predicted later venture growth. (Baum, Locke & Kirkpatrick, 1998)	*Articulates a clear picture of the future.* *Concentrates resources on a small number of enterprise priorities.*
02 Leading the top team	In top teams, debate about issues improved decisions; personal conflict undermined them. (Amason, 1996)	*Holds the executive team accountable for acting as one team.* *Addresses team dynamics that undermine performance.*
03 Shaping culture	Senior leaders shaped ethical behavior through the culture and the leaders below them. (Schaubroeck et al., 2012)	*Models the organization's values in daily behavior.* *Aligns policies and processes with the desired culture.*
04 Leading transformation	Transformational leadership mattered most for commitment when change affected people personally. (Herold et al., 2008)	*Keeps attention on difficult issues that people would prefer to avoid.* *Manages the pace of change to avoid overload.*
05 Governance and stakeholders	Organizations succeed by managing relationships with every group that affects, or is affected by, them. (Freeman, 1984)	*Gives the governing body candid advice, including unwelcome news.* *Balances the competing interests of different stakeholders.*

Built on one research-informed library

The 40 items come from 12 competencies in the ClearPoint360 Leadership Competency Library of more than 500 observable behaviors, shared across all four levels so growth can be tracked.

For coaches and HR

An executive's behavior echoes across the organization. The report shows how the board, peers, executive team and stakeholders each experience it, so the debrief can focus on the few behaviors with the greatest reach.

Rater groups renamed to suit you.

3+ raters per group before results are shown.

Comments verbatim and never attributed.

Report goes to the leader and coach only.

REFERENCES

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