MID-LEVEL LEADER 360

CAUGHT IN THE MIDDLE. ACCOUNTABLE FOR BOTH ENDS.

A fully managed 360-degree assessment for managers of managers

Mid-level leaders deliver results through other leaders. They are asked to hit today's targets while developing the people who will hit tomorrow's, often while translating decisions they did not make. The Mid-Level Leader 360 shows how they are experienced from above, beside and below, then gives them coaching and a clear place to start.

When to use it

- Leaders newly responsible for other managers
- During restructuring or major change
- Before or after a leadership program
- Alongside one-to-one coaching

What it measures

01
Leading through others
Delegating to and developing other leaders.

02
Translating strategy
Turning direction into clear priorities and plans.

03
Making sound decisions
Timely, well-reasoned calls with the right input.

04
Leading change
Bringing people through change.

05
Influencing across
Building support beyond their own line.

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

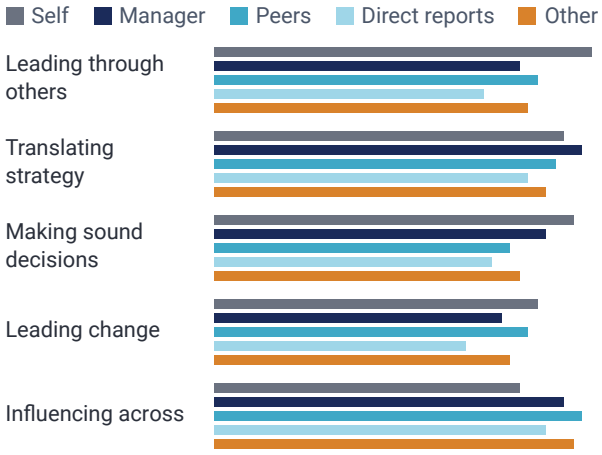
1. **We set it up with you**
   Raters and timing agreed in one short call.
2. **Raters respond confidentially**
   Online, with reminders handled by us.
3. **We produce the report**
   Clear, visual and reviewed before release.
4. **The leader is coached**
   Debrief and coaching turn data into a plan.

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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MID-LEVEL LEADER 360 · THE EVIDENCE

WHY THE MIDDLE DESERVES ITS OWN 360

22%
In game studios, middle managers explained 22% of the variation in project revenue; designers, about 7%.
Mollick, 2012

Nearly half
In a McKinsey survey of 706 middle managers, nearly half their time went to nonmanagerial work.
Field et al., 2023

82%
Of HR leaders surveyed by Gartner, 82% said managers are not equipped to lead change.
Gartner, 2023

The five areas, and what raters are asked

AREA	WHAT THE RESEARCH SAYS	SAMPLE ITEMS
01 Leading through others	Empowering leadership is linked to higher performance, citizenship and creativity. (Lee, Willis & Tian, 2018)	*Delegates meaningful work, not only routine tasks.* *Coaches other leaders on their leadership.*
02 Translating strategy	Organizational performance was linked to how middle managers shaped strategy and carried it out. (Floyd & Wooldridge, 1997)	*Translates strategy into clear priorities.* *Balances short-term demands with long-term priorities.*
03 Making sound decisions	Decisions made with participation succeeded far more often than those pushed through by power or persuasion. (Nutt, 2002)	*Clarifies the real problem before working on solutions.* *Explains the reasoning behind their decisions.*
04 Leading change	Managers who championed change and attended to people's emotions helped teams adapt. (Huy, 2002)	*Explains why change is necessary.* *Helps others work through the personal impact of change.*
05 Influencing across	Reasoning, inspiration and consultation won the most commitment. (Yukl & Tracey, 1992)	*Builds support for ideas without relying on positional authority.* *Engages key decision makers early on important issues.*

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.

For coaches and HR

Mid-level leaders often hear different stories from above and below. The report puts manager, peer and direct report views side by side, so the debrief can focus on where those views diverge and why.

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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