

360 leadership assessment questions

360 Leadership Assessment Questions: A Deep Dive into Multi-Perspective Feedback

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Summary: This article explores the power of 360 leadership assessment questions in fostering self-awareness and improving leadership effectiveness. Through personal anecdotes, case studies, and practical examples, it demonstrates how carefully crafted 360 leadership assessment questions can provide invaluable insights into a leader's strengths, weaknesses, and areas for development. The article emphasizes the importance of choosing the right questions, analyzing the feedback effectively, and creating actionable development plans based on the results.

Understanding the Power of 360 Leadership Assessment Questions

The concept of 360-degree feedback, often delivered through carefully designed 360 leadership assessment questions, has revolutionized the approach to leadership development. Unlike traditional performance reviews that rely solely on a manager's perspective, 360 assessments gather feedback from a wider range of sources, including peers, subordinates, superiors, and even clients. This multi-faceted approach provides a more comprehensive and nuanced understanding of a leader's impact and effectiveness. The carefully selected 360 leadership assessment questions are crucial to the success of the process.

I recall a case study involving Sarah, a high-potential manager at a tech startup. Her superiors praised her technical skills and vision, but 360 leadership assessment questions revealed a disconnect. Feedback from her team highlighted a lack of communication and a tendency towards micromanagement. These 360 leadership assessment questions uncovered blind spots Sarah was unaware of. Without the insights gleaned from her peers and subordinates, these critical developmental areas would have remained hidden. By addressing these issues through coaching and targeted development activities, Sarah significantly improved her leadership style and team effectiveness.

Crafting Effective 360 Leadership Assessment Questions

The effectiveness of a 360 leadership assessment hinges on the quality of the 360 leadership assessment questions themselves. Poorly designed questions can lead to ambiguous responses, biased feedback, and ultimately, unhelpful results. Effective 360 leadership assessment questions need to be:

Behavioral: Focusing on observable actions and behaviors rather than abstract traits. For example, instead of asking "Are you a good communicator?", a better question would be "How effectively do you communicate complex information to your team?".

Specific: Avoiding vague or general terms. Instead of "How is your leadership?", ask "Describe a time you had to make a difficult decision. How did you approach it?".

Actionable: The feedback generated should offer clear pathways for improvement. 360 leadership assessment questions should prompt concrete examples that allow for targeted development plans.

Balanced: The questions should cover a range of leadership competencies, including communication, decision-making, delegation, conflict resolution, and team building.

Analyzing and Utilizing Feedback from 360 Leadership Assessment Questions

Interpreting the data from 360 leadership assessment questions requires careful analysis and a nuanced understanding of the feedback. Simple averages can be misleading; it's crucial to look for patterns and themes across different respondents. For instance, consistent negative feedback from multiple sources regarding a specific behavior strongly indicates an area requiring attention.

Once the feedback is analyzed, the next step is to create a personalized development plan. This plan should identify specific, measurable, achievable, relevant, and time-bound (SMART) goals aligned with the identified areas for improvement. The individual should actively participate in creating this plan to ensure ownership and commitment.

Case Study: The Transformation of Mark

Mark, a seasoned project manager, consistently received high performance ratings from his superiors. However, 360 leadership assessment questions revealed a significant discrepancy. His peers and subordinates reported that Mark was highly efficient but lacked empathy and often overlooked their contributions. This feedback, gleaned from the 360 leadership assessment questions, was initially difficult for Mark to accept. However, with coaching and mentoring, he learned to actively solicit feedback, improve his communication skills, and recognize the value of team collaboration. The 360 leadership assessment questions were pivotal in facilitating this significant transformation.

The Importance of Confidentiality and Anonymity in 360 Leadership Assessment Questions

Maintaining confidentiality and anonymity is paramount when using 360 leadership assessment questions. Respondents need to feel safe and comfortable providing honest and candid feedback, without fear of retribution. The assessment process should clearly communicate these assurances to encourage open and transparent responses. This is crucial for the validity and usefulness of the data provided by the 360 leadership assessment questions.

Choosing the Right 360 Leadership Assessment Tool

Numerous 360-degree assessment tools are available, each with its own strengths and weaknesses. It's crucial to select a tool that aligns with the organization's culture, leadership competencies, and specific developmental goals. The choice of 360 leadership assessment questions within a tool needs careful consideration to ensure the data gathered is relevant and actionable.

Conclusion

360 leadership assessment questions offer a powerful tool for fostering self-awareness and driving leadership development. By carefully designing questions, gathering diverse perspectives, and effectively analyzing the results, organizations can create a culture of continuous improvement and enhance the leadership capabilities of their workforce. The power of 360 feedback lies in its ability to illuminate blind spots, foster growth, and build more effective and empathetic leaders. The journey to improved leadership is rarely a solo endeavor; the insights provided by 360 leadership assessment questions act as a compass, guiding leaders towards greater effectiveness and fulfillment.

FAQs

1. What are the benefits of using 360 leadership assessment questions? 360 assessments provide a comprehensive view of leadership effectiveness, identifying both strengths and weaknesses from multiple perspectives. This leads to improved self-awareness, targeted development, and enhanced leadership performance.

1. How do I ensure the anonymity of respondents using 360 leadership assessment questions? Utilize a

secure online platform and clearly communicate the anonymity policy to respondents before they participate. Data should be aggregated and presented without identifying individual contributors.

1. How often should 360 leadership assessments be conducted? The frequency depends on organizational needs and individual development goals. Annual or bi-annual assessments are common.
1. How can I address negative feedback from 360 leadership assessment questions? Don't be defensive. Acknowledge the feedback, explore the underlying reasons, and create an action plan to address the concerns.
1. What if I disagree with the feedback received through 360 leadership assessment questions? Consider the patterns and consistency of the feedback. Discuss your concerns with your coach or mentor, and explore alternative perspectives.
1. Are 360 leadership assessment questions suitable for all levels of leadership? Yes, but the specific 360 leadership assessment questions and the assessment process should be tailored to the experience and responsibilities of the individual.
1. How can I ensure the feedback from 360 leadership assessment questions is actionable? Focus on behavioral descriptions and specific examples. Ensure the feedback is linked to concrete goals and developmental activities.
1. What are the limitations of using 360 leadership assessment questions? Potential biases, the influence of interpersonal dynamics, and the risk of receiving superficial or inaccurate feedback exist. Careful tool selection and robust data analysis are essential to mitigate these risks.

1. How can I integrate the results of 360 leadership assessment questions into performance reviews?
Use the insights to inform performance goals, identify developmental needs, and tailor training and coaching opportunities. Consider presenting the self-assessment alongside the 360° feedback.

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360 leadership assessment questions: Multipliers Liz Wiseman, Greg McKeown, 2010-06-15

Are you a genius or a genius maker? We've all had experience with two dramatically different types of leaders. The first type drain intelligence, energy, and capability from the ones around them and always need to be the smartest ones in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, lightbulbs go off over people's heads, ideas flow, and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now, when leaders are expected to do more with less. In this engaging and highly practical book, leadership expert Liz Wiseman and management consultant Greg McKeown explore these two leadership styles, persuasively showing how Multipliers can have a resoundingly positive and profitable effect on organizations—getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation. In analyzing data from more than 150 leaders, Wiseman and McKeown have identified five disciplines that distinguish Multipliers from Diminishers. These five disciplines are not based on innate talent; indeed, they are skills and practices that everyone can learn to use—even lifelong and recalcitrant Diminishers. Lively, real-world case studies and practical tips and techniques bring to life each of these principles, showing you how to become a Multiplier too, whether you are a new or an experienced manager. Just imagine what you could accomplish if you could harness all the energy and intelligence around you. Multipliers will show you how.

360 leadership assessment questions: *The Extraordinary Leader: Turning Good Managers into Great Leaders* John H. Zenger, Joseph Folkman, 2009-06-07 People can learn how to lead. This was the position John H. Zenger and Joseph R. Folkman took when they wrote their now-classic leadership book *The Extraordinary Leader*—and it's a fact they reinforce in this new, completely updated edition of their bestseller. When it was first published, *The Extraordinary Leader* immediately attracted a wide audience of aspiring leaders drawn to its unique feature: the extensive use of scientific studies and hard data, which served to demystify the concept of leadership and get readers thinking about the subject in a pragmatic way. Now, Zenger and Folkman revisit the subject to address leaders' most pressing concerns today. The result is an up-to-date, essential leadership guide for the twenty-first century that includes: Late-breaking research on the psychology of

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360 leadership assessment questions: *Leveraging the Impact of 360-degree Feedback*

John W. Fleenor, Sylvester Taylor, Craig Chappelow, 2008-03-31 Leveraging the Impact of 360-Degree Feedback is a hands-on guide for implementing and maintaining effective 360-degree feedback as part of learning and development initiatives. Written for professionals who work inside organizations and for consultants working with clients, the book draws on a proven ten-step program and lessons learned over the past twenty years of research and practice. The authors present step-by-step suggestions for the successful implementation of 360-degree feedback as well as a collection of best practices that the Center for Creative Leadership has observed and tested with their broad base of clients.

360 leadership assessment questions: The Art and Science of 360 Degree Feedback

Richard Lepsinger, Anntoinette D. Lucia, 2009-01-12 More and more organizations are using 360-degree feedback to provide an opportunity to talk about key changes. This second edition of the best-selling book includes research and information that more accurately reflects who is using 360-degree feedback and where and how it is being used. In addition, the authors incorporate information about the impact of advances in technology and the more global and virtual work environment. This new edition includes case examples, tips, and pointers on preparing 360-degree feedback and information on how to implement it.

360 leadership assessment questions: One Page Talent Management, with a New

Introduction Marc Effron, Miriam Ort, 2018-07-17 A radical approach to growing high-quality talent--fast You know that winning in today's marketplace requires top-quality talent. You also know what it takes to build that talent--and you spend significant financial and human resources to make it happen. Yet somehow, your company's beautifully designed and well-benchmarked processes don't translate into the bottom-line talent depth you need. Why? Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent-building models--without evaluating whether those components add any value to the overall process. Consequently, simple activities like setting employee performance goals become multipage, headache-inducing time wasters that turn managers off and fail to improve results. Effron and Ort introduce a simple, powerful, scientifically proven approach to increase your ability to develop better leaders faster: One Page Talent Management (OPTM). Using the straightforward, easy-to-follow process described in this book, you will eliminate frustrating complexity, focus only on those components that add real value, and build transparency and accountability into every practice. Based on extensive research and experience in companies such as Avon Products, Bank of America, and Philips, One Page Talent Management shows you how to: Quickly identify high-potential talent without complex assessments Increase the number of ready now successors for key roles Generate 360-degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent-building processes Do away with complexity and bureaucracy--and develop the high-quality talent you need, right now.

360 leadership assessment questions: Leadership Agility William B. Joiner, Stephen A.

Josephs, 2006-10-20 Leadership Agility is the master competency needed for sustained success in today's complex, fast-paced business environment. Richly illustrated with stories based on original research and decades of work with clients, this groundbreaking book identifies five levels that leaders move through in developing their agility. Significantly, only 10% have mastered the level of agility needed for consistent effectiveness in our turbulent era of global competition. Written in an engaging, down-to-earth style, this book not only provides a map that guides readers in identifying their current level of agility. It also provides practical advice and concrete examples that show managers and leadership development professionals how they can bring greater agility to the initiatives they take every day.

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Second Edition John W. Fleenor, Sylvester Taylor, Craig Chappelow, 2020-06-18 From the Center for Creative Leadership, this essential guide is updated with new insights, tips, and tools to help organizations get the most out of 360-degree feedback. This hands-on guide from the Center for Creative Leadership (CCL) shows how to implement effective 360-degree feedback systems as part

of leadership development initiatives in organizations. Written for professionals who work inside organizations and external consultants working with clients, the book draws on over twenty years of research and practice in organizations both large and small. Expert authors from CCL provide step-by-step guidelines for successful 360-degree feedback as well as best practices observed and tested with CCL's broad base of clients. The second edition is updated with advances in the field over the past ten years and features new chapters on what affects validity, why the process can fail, and the future of leadership. The book includes worksheets, checklists, and other tools to use or adapt with a 360-degree feedback process in any organization.

360 leadership assessment questions: 360-degree Assessments Chaitra M. Hardison, Mikhail Zaydman, Oluwatobi A. Oluwatola, Anna Rosefsky Saavedra, Thomas Bush, Heather Peterson, Susan G. Straus, 2015 Report examines the feasibility and advisability of using a 360-degree assessment approach in performance evaluations of U.S. military service members, and explores the role of 360s more broadly, such as for development purposes.

360 leadership assessment questions: Dare to Lead Brené Brown, 2018-10-09 #1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Don't miss the five-part HBO Max docuseries Brené Brown: Atlas of the Heart! NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read Daring Greatly and Rising Strong or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

360 leadership assessment questions: Immunity to Change Robert Kegan, Lisa Lahey, 2009-02-15 Unlock your potential and finally move forward. A recent study showed that when doctors tell heart patients they will die if they don't change their habits, only one in seven will be able to follow through successfully. Desire and motivation aren't enough: even when it's literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so potent, how can we change ourselves and our organizations? In Immunity to Change, authors Robert Kegan and Lisa Lahey show how our individual beliefs--along with the collective mind-sets in our organizations--combine to create a natural but powerful immunity to change. By revealing how

this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us. This persuasive and practical book, filled with hands-on diagnostics and compelling case studies, delivers the tools you need to overcome the forces of inertia and transform your life and your work.

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360 leadership assessment questions: *The Nuts and Bolts of Nursing Leadership: Your Toolkit for Success* Rose O. Sherman, 2021-03-15 Transitioning into a nursing leadership role has never been more challenging. The health care environment is characterized by volatility, uncertainty, complexity, and ambiguity. The recent crisis with COVID-19 has heightened awareness of the vital need for nurse leaders who can balance the organization's needs with advocacy for staff. Yet, nurses are often promoted into leadership without the tools they need to be successful. Moving from a clinical role into leadership requires a different mindset and new knowledge, skills, and abilities. Both nursing staff and leaders in healthcare organizations have high-performance expectations of nurses who step up to become leaders. Knowing what to do and what not to do in leadership today can be challenging, especially for novices. The author, a nationally known leadership expert, breaks down the nuts and bolts of nursing leadership today. The essential knowledge, skills, and leadership behaviors are discussed using leadership examples. The book includes actionable strategies that can immediately be applied and help you move from feeling overwhelmed to feeling confident. *The Nuts and Bolts of Nursing Leadership* gives you tools and ideas to become an effective nurse leader, whether you are just beginning the journey or have years of experience. Let it be your toolkit and practical guide to a successful leadership career regardless of your clinical setting.

360 leadership assessment questions: *The Cambridge Handbook of Instructional Feedback* Anastasiya A. Lipnevich, Jeffrey K. Smith, 2018-11-15 This book brings together leading scholars from around the world to provide their most influential thinking on instructional feedback. The chapters range from academic, in-depth reviews of the research on instructional feedback to a case study on how feedback altered the life-course of one author. Furthermore, it features critical subject areas - including mathematics, science, music, and even animal training - and focuses on working at various developmental levels of learners. The affective, non-cognitive aspects of feedback are also targeted; such as how learners react emotionally to receiving feedback. The exploration of the theoretical underpinnings of how feedback changes the course of instruction leads to practical advice on how to give such feedback effectively in a variety of diverse contexts. Anyone interested in researching instructional feedback, or providing it in their class or course, will discover why, when, and where instructional feedback is effective and how best to provide it.

360 leadership assessment questions: *The Challenge Continues, Participant Workbook* James M. Kouzes, Barry Z. Posner, 2010-07-06 Continue Your Leadership Journey With a Deep Dive Into Model the Way Over the last twenty-five years, The Leadership Challenge established a reputation as a research-driven, evidence-based leadership development model with a simple, yet profound, principle at its core: leadership is a measurable and learnable set of behaviors. The Challenge Continues program offers you the opportunity to take a deeper dive into the Model the Way leadership practice. Designed for leaders familiar with The Leadership Challenge principles and its Five Practices of Exemplary Leadership foundational model, this new program addresses the important question: What's Next? The first of bestselling authors Jim Kouzes and Barry Posner's Five Practices, Model the Way is about: Clarifying values by finding your voice and affirming shared ideals Setting the example by aligning actions with shared values Your Participant Workbook is a hands-on tool, designed to accompany you on the next phase of your personal leadership development journey. Beginning with a focus on what you have already accomplished and what has gone well with this Practice, the pages then guide you through several interactive exercises and a

practical process for expanding and refining your Model the Way skills. You will also explore ways in which can develop your team members and influence the broader spheres of you work unit or organization. Finishing up the module with a detailed action plan, you will leave the session with a detailed map for continuing your journey toward exceptional leadership.

360 leadership assessment questions: The Leadership Gap Lolly Daskal, 2017-05-30 Do people see you as the kind of leader you want to be? Are your strongest leadership qualities getting in the way of your greatness? After decades of advising and inspiring some of the most eminent chief executives in the world, Lolly Daskal has uncovered a startling pattern: within each leader are powerful abilities that are also hidden impediments to greatness. She's witnessed many highly driven, overachieving leaders rise to prominence fueled by well-honed skill sets, only to falter when the shadow sides of the same skills emerge. Now Daskal reveals her proven system, which leaders at any level can apply to dramatically improve their results. It begins with identifying your distinctive leadership archetype and recognizing its shadow: ■ The Rebel, driven by confidence, becomes the Imposter, plagued by self-doubt. ■ The Explorer, fueled by intuition, becomes the Exploiter, master of manipulation. ■ The Truth Teller, who embraces candor, becomes the Deceiver, who creates suspicion. ■ The Hero, embodying courage, becomes the Bystander, an outright coward. ■ The Inventor, brimming with integrity, becomes the Destroyer, who is morally corrupt. ■ The Navigator, trusts and is trusted, becomes the Fixer, endlessly arrogant. ■ The Knight, for whom loyalty is everything, becomes the Mercenary, who is perpetually self-serving. Using psychology, philosophy, and her own experience, Daskal offers a breakthrough perspective on leadership. She'll take you inside some of the most cloistered boardrooms, let you in on deeply personal conversations with industry leaders, and introduce you to luminaries who've changed the world. Her insights will help you rethink everything you know to become the leader you truly want to be.

360 leadership assessment questions: *360-degree Feedback* Peter Ward, 1997 360-degree appraisal can provide accurate and useful insight into individual employee strengths, weaknesses and scope for development. Ward explains its advantages and offers detailed guidance on implementation.

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360 leadership assessment questions: Campbell Leadership Descriptor Facilitator's Guide David Campbell, 2019-02-06 Before you can help others develop their leadership skills and abilities, you must first help them to recognize strengths and identify areas in which they need to improve. The Campbell Leadership Descriptor was developed to achieve just that. Designed specifically for use in those situations where comprehensive analysis of leadership characteristics is useful - such as leadership seminars, classroom discussions, and one-on-one coaching. This Facilitator's Guide includes the detailed information you need to prepare for and conduct a leadership workshop for a group of any size.

360 leadership assessment questions: **Positive Intelligence** Shirzad Chamine, 2012 Chamine exposes how your mind is sabotaging you and keeping you from achieving your true potential. He shows you how to take concrete steps to unleash the vast, untapped powers of your mind.

360 leadership assessment questions: Compass: Your Guide for Leadership Development and Coaching Peter Scisco, Elaine Biech, George Hallenbeck, 2017-07-19 This book is for leaders and managers looking to develop themselves and others. It is for training & development professionals,

inside or working as independent consultants, who can use the book as a coaching tool, a blueprint for leader development plans, and in other ways. For leaders concerned with their development, dedicated to developing their people for more responsibilities, and committed to organizational sustainability, this book will help in those efforts.

360 leadership assessment questions: How to Be Good at Performance Appraisals Dick Grote, 2011-07-05 Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In How to Be Good at Performance Appraisals, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers through their biggest challenges, Grote helps answer the questions he hears most often: • How do I set goals effectively? How many goals should someone set? • How do I evaluate a person's behaviors? Which counts more, behaviors or results? • How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee? • How do I tell someone she's not meeting my expectations? How do I deliver bad news? Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, How to Be Good at Performance Appraisals will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

360 leadership assessment questions: How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths John H. Zenger, Joseph Folkman, Robert H. Sherwin, Barbara Steel, 2012-06-07 One of The Globe & Mail's Top 10 Business books of the Year! Rethink Everything You Know About Leadership Strengths A must-read for anyone wanting to positively stand out in an organization or for leaders wanting to raise the overall performance of the organization. -- Cindy Brinkley, Vice President, Global Human Resources, General Motors Zenger Folkman's findings related to companion behaviors is exciting. It enhances what's been presented in prior books and makes extraordinary leadership seem like an achievable goal. I would recommend this book to anyone committed to the journey. -- Pam Mabry, Director, Human Resources, The Boeing Company The authors take the groundbreaking concept of driving leadership effectiveness by building our strengths to a whole new level of practical implementation, providing us with a brilliantly clear road map. I have found this body of work to be absolutely invaluable . . . I cannot imagine a person in a leadership role today who would not find value from reading this book cover to cover. -- Loren M. Starr, Senior Managing Director and Chief Financial Officer, Invesco Ltd. How to Be Exceptional is a milestone in the emerging business case for evidence-based management. Building on two decades of earlier research, the authors brilliantly lay out a simple, concrete, scientifically validated model for achieving consistently superior business results through leadership. . . . Its magic is its simplicity, pragmatism, and focus. -- Eric Severson, Senior Vice President, Talent, Gap Inc. How to Be Exceptional is the best book on professional development I have read in decades. It reinforces the emerging wisdom that the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses. This is a great road map for any leader seeking to optimize their growth and impact. -- Michael A. Peel, Yale University, Vice President, Human Resources and Administration

360 leadership assessment questions: The 360 Degree Leader Workbook John C. Maxwell, 2006-09-03 The 360 Degree Leader Workbook will equip you with the skills you need to begin making a difference in your organization, career, and life, today—with or without the promotion. Ninety-nine percent of all leadership occurs not from the top but from the middle of an organization. Usually, an organization has only one person who is the leader. So what do you do if you are not that

one person? In *The 360 Degree Leader Workbook*, Maxwell addresses that very question and takes the discussion even further. You don't have to be the main leader to make a significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization. By applying Maxwell's principles from this workbook and accompanying book, you will expand your influence and ultimately be a more valuable team member.

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they have increasingly turned to multisource feedback (MSF) for answers. But while use of MSF (or 360-degree) systems has proliferated rapidly, understanding of its complexities has not^{3/4}and many companies are moving forward with MSF amid a dangerous void of systematic research and discussion on this powerful process. The Handbook of Multisource Feedback provides the most comprehensive compendium available of current knowledge and practice in MSF. The volume's diverse group of contributors^{3/4}which includes renowned academics, practitioners, and applied researchers^{3/4}represents the acknowledged thought leaders in the current and future practice of MSF. Through their multiple perspectives, they identify best practices in the design and implementation of MSF processes and offer key guidelines for decision making when using MSF. The book offers solid grounding in the nuts and bolts of MSF data collection and reporting, providing a process model that leads the reader step-by-step through each phase of an MSF system. It details the developmental and decision-making uses of multisource feedback, describing MSF applications for improving executive development, organization development and change, teams, performance management, personnel decision, and more. And it addresses the realities of system forces that influence MSF processes, including legal, ethical, and cross-cultural issues. The Handbook of Multisource Feedback will provide an ideal one-stop reference for practitioners, researchers, consultants, and organizational clients who need to understand the challenges of using multisource feedback. The Editors David W. Bracken, is director of research consulting at Mercer Delta Consulting group, LLC. His twenty-two years of practice have included multisource feedback systems, individual and organizational assessments, performance management, and management development. Carol W. Timmreck, is an organization development consultant at Shell Oil Company. She is a cofounder of the Multisource Feedback Forum, a consortium of organizations with active MSF processes. Allen H. Church, is a principal consultant in management consulting services at PricewaterhouseCoopers, specializing in multisource feedback systems and organizational surveys. He is also an adjunct professor at Columbia University. The complete guide to MSF systems Handbook of Multisource Feedback offers a comprehensive, multiperspective look at the most current knowledge and practice in multisource feedback (MSF) systems. Drawing from extensive research and practice, a diverse group of distinguished contributors presents the best practices in the field and offers pragmatic guidelines for decision making at each step of design and implementation of an MSF process. Contributors include: David Antonioni Leanne E. Atwater H. John Bernardin Scott A. Birkeland Walter C. Borman David W. Bracken Stephane Brutus W. Warner Burke Allan H. Church Jeanette N. Cleveland Victoria B. Crawshaw Anthony T. Dalessio Maxine A. Dalton Mark R. Edwards Ann J. Ewen James L. Farr John W. Fleenor Marshall Goldsmith Glenn Hallam Michael M. Harris Sally F. Hartmann Jerry W. Hedge Laura Heft Mary Dee Hicks George P. Hollenbeck Robert A. Jako Richard Lepsinger Jean Brittain Leslie Manuel London Anntoinette D. Lucia Dana McDonald-Mann Carolyn J. Mohler Kevin R. Murphy Daniel A. Newman David B. Peterson Steven G. Rogelberg James W. Smither Jeffrey D. Stoner Lynn Summers Carol W. Timmreck Carol Paradise Tornow Walter W. Tornow Catherine L. Tyl

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