



360-DEGREE FEEDBACK

Several studies indicate that the use of 360-degree feedback helps leaders improve performance. daVinci Consulting gathers 360-degree feedback in two forms: On-line 360 Assessment and Narrative 360 Assessment. Both assessments link to the specific the behaviors in the Masterpiece Leader Models.

WHAT IS "360?"

360-Degree Feedback is a process and a tool that measures behaviors and competencies. Individuals receive confidential, anonymous feedback from those who work around them. This typically includes the individual's boss, colleagues, and direct reports. The tool is also completed by the individual and serves as a self-assessment.

DAVINCI CONSULTING ON-LINE 360 ASSESSMENT

The 360 Online Assessment is an easy-to-use multiple-choice tool. It is based on leadership behaviors that are visible to others and the impact those behaviors have on others. The data gathered provides a profile of an individual's capacity to lead others. The results are linked and compared to specific behavioral competencies within the Masterpiece Leader Mode and can be used to measure outcomes. The feedback is provided in a written report that compares self, co-workers, and team/group results to those of successful leaders. Verbal feedback is presented in a strength-based approach and tailored to each client's specific needs.

UNIQUE VALUE

The daVinci Consulting Online 360 Assessment includes the seven differentiating competencies featured in the Masterpiece Leader Model. Each competency is broken out and described in 9 observable behaviors. Unlike other 360 tools where respondents rate a behavior on a Likert scale, respondents select the *specific* behavior that they observe most often. Isolating specific behaviors in such a way clearly identifies strengths, allows for comparison to a benchmark, and enables the individual to examine their behavior in terms of effectiveness.

VALIDITY

The following methodologies were used to validate daVinci Consulting's Leadership Models and 360-Degree Feedback Assessments:

700+ competency models with reliable and valid operant coding systems in 24 countries in health care (10 models), industry, military, government, education and religious organizations. A meta-analysis of 286 of these models is presented in Spencer & Spencer (1993), Competence at Work, Wiley. (reliability $\sim .8$, validity $r^2 \sim .4-.5$)

Twenty plus Likert-scaled, behavioral anchored rating scaled (BARS), and Caldwell-O'Reilly binomial Q-Sort self-report health care competency-assessment questionnaires (reliability $r^2 \sim .7-.8$, validity $r^2 \sim .05-.10$).

Three healthcare "360- degree" (manager, self, peer ratings) competency, managerial style and climate surveys (subordinates), which have shown criterion validity ($r^2 = .15-.19$ 3 year prediction of revenue and profits growth in a multi-national firm).

NARRATIVE 360 ASSESSMENT

daVinci Consulting conducts interviews to gather narrative 360 data. The client's boss, colleagues, and direct reports are asked a series of questions about the client that are specifically designed to uncover examples of behaviors in the 360 Online Assessment. This supplemental, anecdotal data provides valuable supporting qualitative evidence for the 360 Online Assessment quantitative data.

