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## ASSESSMENT TOOLS

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### 360-Degree Feedback

360-Degree Feedback is a method in which leaders receive confidential, anonymous, feedback about their leadership performance from the individuals who work around them. It involves others' perceptions about the client's behavior and the impact those behaviors have on others. It helps the client understand how others view their effectiveness as a leader. Several studies indicate that the use of 360-degree feedback helps leaders improve performance.<sup>27,28,29</sup> The following methodologies were used to validate daVinci Consulting's Masterpiece Leader Models and approach for validating the 360-degree 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 ~ .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).

### 360 Online Assessment

The daVinci Consulting 360 Online Assessment is a multiple-choice questionnaire that is completed by the client and six to twelve peers, colleagues, and bosses of the client's choosing. Unlike other tools where behaviors are rated on a Likert scale, the daVinci Consulting 360 Online Assessment contains *specific*

observable behaviors from which to choose. Isolating and rating specific behaviors enables further examination of each behavior, identifies strengths, allows for comparison to a benchmark, and enables the individual to examine his/her own behavior in terms of effectiveness. The result is a report of leadership performance that describes the leader's level of competence and allows for a comparative analysis of actual and perceived competence.



### 360 Narrative Assessment

daVinci Consulting also offers a unique 360-Degree Narrative Assessment. Narrative data is gathered via an appreciative interview with bosses, colleagues, and staff selected by the client. The questions are designed to uncover examples of specific behaviors in the Masterpiece Leader Model. Thematic analysis and coding reveals anecdotal evidence of how others perceive the client's leadership performance, an understanding of what is important, what is already working well, and opportunities for improvement.



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## ASSESSMENT TOOLS *(Continued)*

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### **Behavioral Event Interview**

A Behavioral Event Interview (BEI) is a structured interview process designed to uncover patterns of behaviors through documented descriptions of past events. Leaders describe critical, work-related incidents in which they actively participated. The interviews are recorded, transcribed, coded, and compared to specific competencies within the Masterpiece Leader Model. Isolating and rating specific behaviors enables further examination of each behavior, identifies strengths, allows for comparison to a benchmark, and enables the individual to examine his/her own behavior in terms of effectiveness.

### **Values, Motivators, & Aspirations**

Talking about aspirations activates brain centers that open you up to new possibilities. A conversation that starts with a person's hopes results in a joyful learning exchange that supports that vision.<sup>30</sup> The Values, Motivators, & Aspirations Exercise is a three-part exploration that involves individual self-reflection and self-discovery. With assistance from the coach, the client articulates his or her personal vision based on intrinsic beliefs and values.

### **Social Motive Profile**

The Social Motive Profile explores participants' perception of "most rewarding" and "least rewarding," and ranks the results using a modified Q-sort technique. A unique feature of this assessment is uncovering a client's individual motive and learning how motive affects how they manage, perform, and interact with others. The daVinci coach will analyze the implications of the fit between the client's individual motive profile and his or her job requirements. Lyle Spencer, PhD and Vince Pelote, MBA developed this tool and tested it for content validity at the Center for Organizational Learning at the University of Massachusetts Medical Center.

### **Leadership Style**

Leadership style describes the way a leader relates to staff and colleagues. Critical to a leader's effectiveness, is his or her ability to diagnose the demands of the situation and make use of the full array of leadership styles.<sup>31</sup> The leadership style data is extrapolated through the 360 Narrative Interview, and compared with the six leadership styles derived from our previous research conducted in collaboration with Hay/McBer and the American Society for Training and Development.<sup>32</sup>

### **Myers-Briggs Type Indicator**

The Myers-Briggs Type Indicator (MBTI) assessment is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. It is a valuable tool for leaders to understand themselves and how they interact with others.

### **Masterpiece Motivation Survey**

The Masterpiece Motivation Survey (MMS) explores the level of employee motivation in an organization. There is compelling research that high levels of motivation are directly linked to profitability. Therefore it is important to understand the underlying dimensions of what motivates employees in order to build upon what is currently working and to address areas of concern. The MMS measures the following six dimensions: Accountability, Agility, Clarity, Pride, Recognition, and Teamwork.