The Value of 360° Feedback

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THE VALUE OF 360° FEEDBACK

Ever wonder what makes people succeed in their roles? The answer is: relationships—not quantity, but quality. Just as the best companies are concerned about the quality of their relationships with their customers, and the best educators are cognizant of their relationships with their students, the best leaders seek feedback—both positive and negative—about how they're doing in their relationships with the people on their teams. Research shows that by collecting feedback from a variety of perspectives, especially peers, individuals can understand how they're seen from all points of view. They can then use this knowledge to assess the extent to which they actually behave as effective leaders.

WHY LEADERSHIP IS A REALLY BIG DEAL

Leadership is the #1 skill employers want to see on a candidate's résumé, so it's a good thing that everyone can be a leader. What people do matters much more than whether or not they are in a designated leadership role. No matter their title, ethnicity, gender, age, height, and so on, as individuals engage more in The Five Practices of Exemplary Leadership®, they are able to make extraordinary things happen in their companies and communities. They:

- Create higher-performing teams
- Generate increased sales and customer satisfaction levels
- Foster renewed loyalty and greater organizational commitment
- Enhance motivation and the willingness to work hard
- More successfully represent their units to upper management
- Facilitate high patient-satisfaction scores and more effectively meet family member needs
- Promote high degrees of involvement in schools
- Enlarge the size of their religious congregations
- Increase fundraising results and expand gift-giving levels
- Extend the range of their agency's services
- Reduce absenteeism, turnover, and dropout rates
- Positively influence recruitment rates

Our extensive research—which began in 1981 and led to the development of The Five Practices model and the Student Leadership Practices Inventory® (Student LPI®)—shows that people working with individuals who use The Five Practices are significantly more satisfied with those leaders' actions and strategies. They also feel more committed, excited, energized, influential, and powerful. In other words, the more people engage in The Five Practices, the more they're likely to have a positive influence on others.

Employers also believe leadership development should be part of every student's educational experience, as do colleges and universities, judging by their mission statements. There's no evidence that leadership is imprinted in the DNA of only some individuals. Leadership is not a gene, and it's not a trait—it's a set of skills, and anyone can learn new skills. Leadership can be learned through active experimentation, observation of others, study in the classroom or reading books, reflection on one's own and others' experiences, and practice.
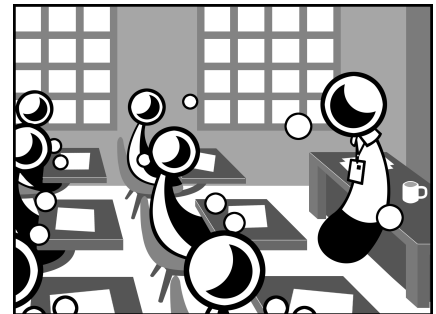
THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

Studies have found that when leaders are at their personal best, they:

Model the Way: Leaders clarify values by finding their voice and affirming shared values, and they set the example by aligning their actions with the shared values.

Inspire a Shared Vision: Leaders envision the future by imagining exciting and ennobling possibilities, and they enlist others in a common vision by appealing to shared aspirations.

Challenge the Process: Leaders search for opportunities by seizing the initiative and by looking outward for innovative ways to improve, and they experiment and take risks by constantly generating small wins and learning from experience.

Enable Others to Act: Leaders foster collaboration by building trust and facilitating relationships, and they strengthen others by increasing self-determination and developing competence.

Encourage the Heart: Leaders recognize contributions by showing appreciation for individual excellence, and they celebrate values and victories by creating a spirit of community.

As a 360° assessment, the Student LPI 360 captures a more complete portrait of student leaders. The Individual Feedback Report allows students to understand their strengths and areas for improvement, and to see where there's consistency and inconsistency between how they see themselves and how others' see them. It helps them to determine actions that will improve their leadership skills.

MODEL THE WAY

		0	5	10	15	20	25	30
SELF	22							
OBSERVERS' AVERAGE	21.3							
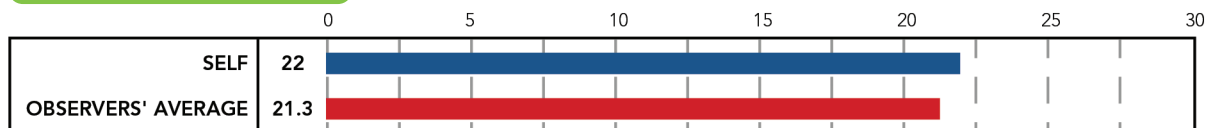
Graphic representation of the numerical data recorded on The Five Practices Data Summary page. Total responses can range from 5 to 30; which represents adding up the response score (ranging from 1-Rarely or Seldom to 5-Very Frequently) for each of the six behavioral statements related to that Practice.

WHAT'S IN THE INDIVIDUAL FEEDBACK REPORT

- Description of The Five Practices of Exemplary Leadership model
- Summary of the Student LPI results as both table and bar graphs
- Ranking of demonstrated leadership behaviors, created by averaging all responses to the student's Student LPI, arranged from most frequent to least frequent
- Tables of data showing responses to each of the 30 leadership behaviors, organized by The Five Practices
- Bar graphs showing the tabular data in visual form, organized by The Five Practices
- Percentile ranking that compares the student's self and observers' responses to over 200,000 observer responses for other students who've taken the Student LPI

WHAT INDIVIDUAL FEEDBACK REPORTS ENABLE STUDENTS TO DO

In the ideal scenario, the self and observer scores would be exactly alike; in the real world, though, that's unlikely to happen. Research indicates that some people see themselves more positively than others see them, while others see themselves less positively than their observers do. The Individual Feedback Report provides a solid glimpse of these different perspectives, enabling students to:

- Explore consistency in the ratings. A high level of agreement means that different people have a similar perception of how frequently a student engages in a particular behavior or practice. The level of agreement is important because consistency is one of the elements that build trust.
- Identify patterns and messages in the feedback. Those patterns and messages will help students focus on where they want to improve.

What's important is for students to understand themselves and to create a plan for growth, so they can effectively forge identities as people who follow through on their commitments. The report provides the necessary material for this reflection.

YOU CAN ASSESS A WHOLE TEAM, COHORT, OR CLASS COLLECTIVELY

You may want to look at the scores across a group of students, such as those in student government or another group on campus. The Student LPI Group Report allows this perspective. This report provides a snapshot of multiple students' data, organized by leadership practice and behavior, so that the group itself or you as the advisor or facilitator can see their strengths and areas for improvement and consider how they might move forward on team-wide initiatives.

		AVG	STD DEV
Model the Way	Self	23.6	3.6
	All Observers	25.2	3.4

Average Self and Observer responses for all individuals participating in the group. The STD DEV measures the distribution of scores around the mean (average score) and as the number increases from zero it means that the distribution of scores is increasingly widespread.