TalentSmartEQ

360° Refined™

*More than 90% of Fortune 500 companies use 360°
Feedback on a regular basis.*

~ HR.com

About 360° Feedback

360° feedback gathers the opinions of a leader's
supervisors, peers, direct reports, and other significant
stakeholders (such as customers, board of directors, etc.)
to gather a complete picture of the leader and give him/
her feedback on his/her leadership skills. The leader also
rates him- or herself to provide a self/other comparison
that builds insight and self-awareness.
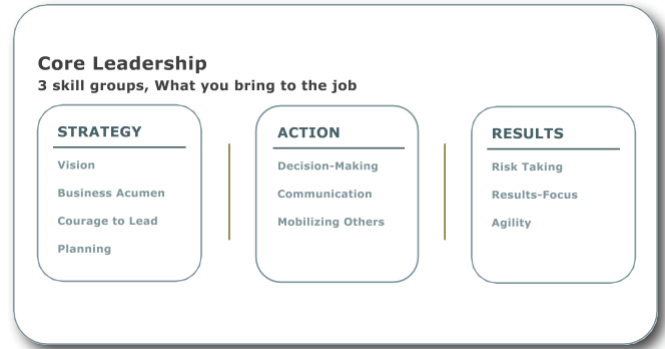
360° Refined

360° Refined is a next-generation 360° survey that
raters complete online. The feedback is summarized
in a feedback report (both online and printable) that is
often used with coaching, training, team building, and
leadership development activities.

What It Measures

360° Refined **measures the 22 skills most critical to
success in any leadership position.** The 360° Refined
leadership model is based upon research with leaders in a
variety of situations, industries, and companies. Research
shows improving these skills increases job performance
dramatically.

Core Leadership

The first 10 skills make up Core Leadership. These are the
skills that get people promoted to leadership positions
and are important to fine-tune and develop throughout
one's career.

Core Leadership
3 skill groups, What you bring to the job

STRATEGY	ACTION	RESULTS
Vision	Decision-Making	Risk Taking
Business Acumen	Communication	Results-Focus
Courage to Lead	Mobilizing Others	Agility
Planning		

Adaptive Leadership

The last 12 skills are called Adaptive Leadership. These
are the skills that separate the good leaders from the great
ones. Adaptive Leaders are made, not born, and 360°
Refined is a great way for you to make that happen in your
organization.

Adaptive Leadership
4 skill groups, Who you are on the job

EMOTIONAL INTELLIGENCE	ORGANIZATIONAL JUSTICE	CHARACTER	DEVELOPMENT
Self-Awareness	Decision Fairness	Integrity	Lifelong Learning
Self-Management	Outcome Concern	Credibility	Developing Others
Social Awareness	Information Sharing	Values Difference	
Relationship Management			

Validation and Research

Decades of research show the best measure of one's
leadership skills comes from those who see leaders in
action on a regular basis. With 360° Refined, leaders
gain insight from their colleagues into how they are
perceived, and it is this perception that is critical for them
to understand and manage.

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360° Refined is held to the strictest standards for research in its design and validation. The items were developed, validated, and tested over a decade in a host of organizations of various sizes. A database of hundreds of thousands of unique responses to the items in the survey has been compiled and analyzed with outstanding results.

Administering the Assessment

There is no better way to run a 360° survey than with TalentSmart's easy-access survey platform, where getting 360° feedback is a snap. When you purchase a 360° Refined assessment online at TalentSmart.com, you receive a unique password that gives you access to the assessment's administration page. Here you can invite raters, set deadlines, customize survey invitations, set up automatic e-mail reminders, and generate the feedback report.

> **NO CERTIFICATION IS REQUIRED TO USE 360° REFINED**

The administration page provides seamless control over the administration of the survey. Should you require assistance, however, a quick call to TalentSmart's main line will get you in touch with someone who will be able to assist you.

360° Refined has **4 customizable rater categories:** supervisors, peers, direct reports, and other significant stakeholders. You can choose to utilize the number of categories that makes most sense for the person being rated. 360° Refined allows you to **invite up to 50 raters**

(with a minimum of 3) **in each category** to rate the person's leadership skills anonymously and constructively via TalentSmart's online platform.

Taking the Assessment

Taking 360° Refined is quick and easy because TalentSmart's proprietary surveying method — Behavioral Impact Statements™ — lets us measure **22 key leadership skills with only 75 items.**
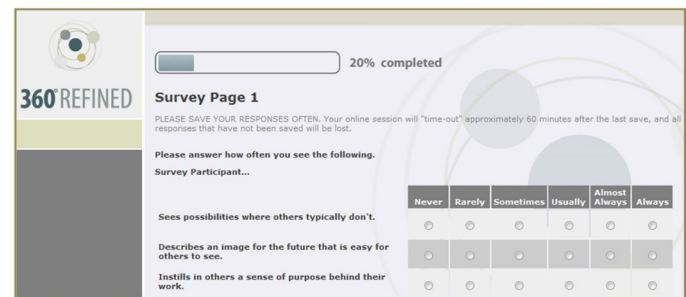
Sample survey page

Once the invitations have been sent, both the leaders and the raters will receive an email containing a unique link to the assessment. This link provides access to the survey, where the raters click quickly through the items and have the opportunity to respond to **4 open-ended questions**, allowing them to anonymously elaborate on their feedback. Each survey **can be completed in as little as 15–20 minutes**, though there is no time limit for the 360° Refined. Once completed raters' responses are stored on a secure server hosted by TalentSmart to ensure the anonymity of individual responses.

The Feedback Report

When everyone's responses are collected, the 360° Refined system calculates the results and generates a report in real

360° Refined™

time. Results from the assessment are shared as averaged scores, so raters can be assured that their individual responses are never provided to the leader. The results can be viewed online or downloaded in PDF format, and **access to the report, and the developmental resources embedded in it, is unlimited.**

The report uses a carefully designed visual format that is intuitive and easy-to-follow. A common pitfall of typical 360°'s is that the data can be so complicated and difficult to interpret that many people don't learn from it. Instead of building insight and motivating change, the feedback report ends up sitting on a shelf collecting dust. The feedback report for 360° Refined eliminates this problem. More often than not, we find our reports dog-eared and bent from repeated use!

Our clients are pleased with the report's ability to deliver **feedback that is straightforward and easy to follow** for building new skills. Each section of the report provides key information that will help the leader navigate toward the essential areas he or she need to focus his or her development efforts on.

Leadership Skill Scores

The report gives the leader constructive feedback on his or her current skill level on the 22 core and adaptive leadership skills.

For each skill, the report shows a leader how his or her view of each skill differs from others', and includes a **sub-group breakdown** to compare how the leader's peers, direct reports, supervisors, and others view him or her.

VISION		
Self		5.33
Others Combined*		4.29
Peers		4.50
Direct Reports		4.50
Supervisors		2.67
Others		4.67

Sample sub-group rating table

The report also identifies the **5 highest- and lowest-rated skills** as well as the **10 highest- and lowest-rated behaviors** so that leaders can hone in on their leadership strengths and areas of development.


Your 5 Highest Skills		Your 5 Lowest Skills	
Leadership Skill	Score*	Leadership Skill	Score*
Social Awareness	4.57	Planning	3.76
Relationship Management	4.52	Self-Management	3.90
Integrity	4.48	Communication	4.00
Values Differences	4.48	Decision-Making	4.05
Credibility	4.43	Risk-Taking	4.07

Sample highest- and lowest-rated skill tables

Accuracy Scores

The percentages of items in which the leader accurately estimated, underestimated, and overestimated him or herself on are displayed in an easy-to-read pie chart. These accuracy scores have significant implications for a leader's current skill levels and his or her future skill development. Because of this, the feedback report delivers a **straightforward item-by-item analysis** that tracks his or her tendency to overrate, underrate, or accurately rate his or her skills.

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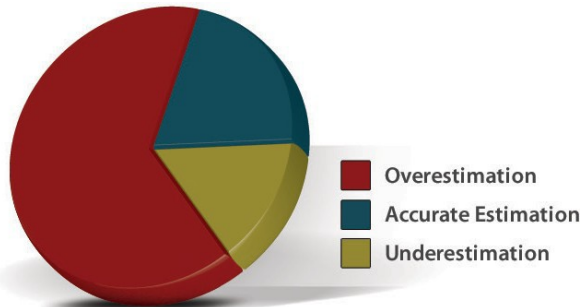
Sample accuracy score pie chart

Scores on each item and the gap between the leader's scores and his or her raters' scores appear in tables organized according to these categories.

Rater Comments

In addition to a quantitative analysis of leadership skills, 360° Refined also allows raters to enter comments that are then included in the report on 4 open-ended questions.
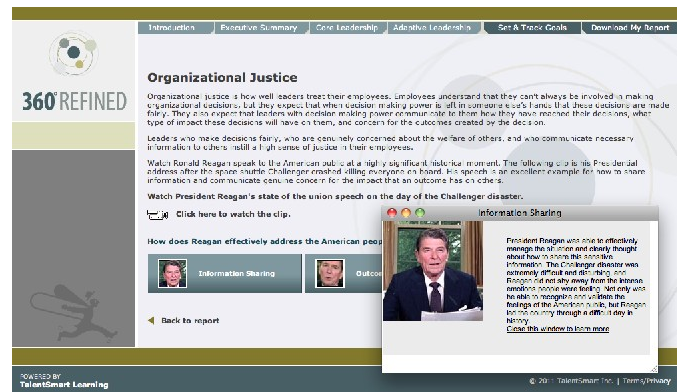

Sample comments table

Developmental Resources

E-Learning. In addition to scores on the 22 core and adaptive leadership skills, leaders also receive **unlimited access to e-learning**. They learn about the 7 leadership skill groups from leadership lessons that use Hollywood films, television, and real-world events to bring leadership to life.

Sample EQ lessons page

Goal-Tracking System. 360° Refined comes complete with a cutting-edge goal tracking tool **designed to help leaders set and meet their development goals**.

With the Goal-Tracking System, leaders set goals, share them with others, and track progress. It also provides development suggestions, sends goal reminders via email, and enables the leader to invite others to give him or her feedback on progress. It's a powerful way to bridge the gap between learning and doing.

Sample goal tracking chart

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Cost

Each 360° Refined provides access to the assessment's administration page, and allows up to 50 raters in each of the 4 rater categories to rate the leader online. It also provides unlimited access to the results report, e-learning, and the Goal-Tracking System all for one low price: $349.

CALL US TODAY FOR A
SAMPLE RESULTS REPORT
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TalentSmartEQ

360° Refined™

PRODUCT SUMMARY

Features

- Theoretically and statistically sound
- No certification required for administration
- Takes 15 minutes to complete
- Provides scores on 22 leadership skills
- Highlights highest and lowest skills
- Analyzes accuracy and gap scores for each EQ behavior
- Includes comments to 4 open-ended questions
- Access to Goal-Tracking System

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$349.00

Call us today at 888.818.SMART or visit us online at www.TalentSmart.com for purchases, and sample reports.

Test Design

75 Items + 4 Open-Ended Questions

Measures 7 Leadership Areas

1. Strategy
2. Action
3. Results
4. Emotional Intelligence
5. Organizational Justice
6. Character
7. Development

Frequency Response Scale:
- 1-never, 2-rarely, 3-sometimes, 4-usually, 5-almost always, 6-always

Validity & Reliability

Validity:

- Content validity built from expert evaluations of items
- Construct validity supports skill model
- High face validity reported by raters

Reliability:

- Cronbach's alpha = 0.85 to 0.91

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