

# **360 Leadership Survey Questions**

## **# 360 Leadership Survey Questions: A Comprehensive Analysis**

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The Leadership Development Institute is a renowned research and publishing organization specializing in leadership training and development. With over 30 years of experience, LDI has established itself as a leading authority on leadership assessment tools, including 360-degree feedback systems. They publish peer-reviewed journals and practical guides on various aspects of leadership development, ensuring the accuracy and relevance of their publications.

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Professor Davies is an esteemed professor of Organizational Behavior at Harvard Business School, possessing extensive expertise in leadership studies and assessment techniques. His editorial oversight ensures the rigor and academic quality of the published work.

## **The Historical Context of 360 Leadership Survey Questions**

The concept of multi-rater feedback, which forms the basis of 360 leadership survey questions, has its roots in the early to mid-20th century. While formal 360-degree feedback programs emerged later, the underlying principle of gathering feedback from multiple sources to gain a holistic view of performance existed in various forms. Early performance appraisals often included input from supervisors, but the inclusion of peers, subordinates, and even customers was less common.

The significant shift towards the widespread adoption of 360 leadership survey questions occurred in the 1980s and 1990s. Driven by a growing understanding of the complexities of leadership and the limitations of traditional top-down appraisal methods, organizations began to explore more comprehensive feedback mechanisms. This period witnessed the development of specialized software and methodologies for designing and administering 360-degree surveys, making the process more efficient and data-driven. The increasing availability of computing power and sophisticated statistical analysis techniques further fueled the growth of this approach.

# Current Relevance of 360 Leadership Survey Questions

Today, 360 leadership survey questions remain a highly relevant and widely used tool in leadership development. Their current relevance stems from several key factors:

**Holistic Perspective:** 360-degree feedback provides a more complete picture of a leader's strengths and weaknesses than traditional methods. By gathering perspectives from various stakeholders—supervisors, peers, subordinates, and sometimes even clients or customers—it captures a more nuanced understanding of the leader's impact and effectiveness. This multifaceted view helps identify blind spots that might otherwise go unnoticed.

**Enhanced Self-Awareness:** One of the significant benefits of 360 leadership survey questions is their contribution to enhancing self-awareness among leaders. By receiving feedback from multiple sources, leaders gain valuable insights into how their behaviors and actions are perceived by others. This self-awareness is crucial for personal and professional growth and can drive significant improvements in leadership effectiveness.

**Improved Leadership Development:** The data generated by 360 leadership survey questions provides a solid foundation for targeted leadership development initiatives. By identifying specific areas for improvement, organizations can tailor training programs and coaching interventions to address individual needs and organizational goals. This personalized approach maximizes the impact of leadership development efforts.

**Objective Performance Evaluation:** While subjective elements remain, 360-degree feedback offers a more objective assessment of leadership performance compared to relying solely on a single supervisor's perspective. The aggregation of feedback from multiple sources minimizes individual biases and provides a more balanced and comprehensive evaluation.

**Increased Accountability:** The use of 360 leadership survey questions can foster a culture of accountability within an organization. When leaders know that their performance is being evaluated by multiple stakeholders, they are more likely to take ownership of their actions and strive for continuous improvement.

## Designing Effective 360 Leadership Survey Questions

Crafting effective 360 leadership survey questions requires careful consideration of several factors:

**Clear and Concise Language:** Questions should be unambiguous and easy to understand for all respondents. Jargon and technical terms should be avoided.

**Behavioral Focus:** Questions should focus on observable behaviors rather than abstract traits. For example, instead of asking "Is this leader visionary?", a better question would be "How often does this leader communicate a clear vision for the future?".

**Balanced Scales:** Using balanced rating scales (e.g., strongly disagree to strongly agree) ensures a fair representation of both positive and negative feedback.

**Sufficient Number of Items:** Including a sufficient number of questions covering various aspects of leadership ensures a comprehensive assessment.

**Anonymity and Confidentiality:** Maintaining the anonymity and confidentiality of respondents is crucial to encourage honest and candid feedback.

## **Analyzing and Interpreting 360 Leadership Survey Results**

The analysis of 360 leadership survey questions requires careful consideration. Simple averages can be misleading; a deeper dive is often needed. Statistical techniques, such as clustering and factor analysis, can be used to identify patterns and relationships within the data. Furthermore, it's crucial to avoid focusing solely on numerical scores. Qualitative feedback provided by respondents should be carefully reviewed to gain a richer understanding of the leader's strengths and weaknesses. The process should be facilitated by a trained professional who can help the leader interpret the results and develop a personalized action plan.

## **Challenges and Limitations of 360 Leadership Survey Questions**

While 360-degree feedback offers numerous benefits, it's essential to acknowledge its limitations:

**Potential for Bias:** Respondents may be influenced by personal biases or relationships with the leader being assessed.

**Response Rates:** Securing high response rates can be challenging, potentially affecting the representativeness of the data.

**Cost and Time:** Implementing a 360-degree feedback program can be time-consuming and expensive.

**Interpretation and Feedback:** Proper interpretation of the results and providing constructive feedback require expertise and careful consideration.

## **Conclusion**

360 leadership survey questions represent a valuable tool for leadership development and performance evaluation. While challenges exist, its benefits in providing a holistic perspective, enhancing self-awareness, and informing targeted development initiatives outweigh the drawbacks. By carefully designing surveys, ensuring robust data analysis, and providing expert guidance in interpreting and utilizing the feedback, organizations can harness the full potential of 360-degree feedback to cultivate highly effective leaders. The ongoing evolution of technology and research continues to refine methodologies and address the limitations associated with this vital leadership assessment tool.

## FAQs

1. What is the difference between a 360-degree feedback survey and a performance review? A 360-degree survey gathers feedback from multiple sources, offering a holistic view. Performance reviews are typically conducted by a supervisor, offering a more limited perspective.
2. How many people should participate in a 360-degree feedback process? The optimal number depends on the individual's role and the organizational context, but a minimum of 5-7 raters is generally recommended.
3. How can I ensure anonymity and confidentiality in a 360-degree feedback survey? Use a secure online platform, clearly communicate the anonymity policy, and ensure data is stored and handled confidentially.
4. How can I address potential biases in 360-degree feedback? Use a large number of raters to mitigate individual biases. Analyze feedback critically, looking for patterns and contradictions.
5. What are the key elements of effective 360-degree feedback? Clear objectives, well-designed questions, appropriate raters, secure administration, and thorough analysis and feedback are essential.
6. How should 360-degree feedback be used in leadership development? The feedback should be used to identify development needs, create personalized action plans, and track progress over time.
7. What types of questions are best suited for a 360-degree leadership survey? Behavioral questions focused on observable actions and competencies are most effective.
8. What is the role of coaching in the 360-degree feedback process? Coaching provides support and guidance to leaders in interpreting the feedback and developing action plans for improvement.
9. How can I measure the effectiveness of a 360-degree feedback program? Track changes in leadership behaviors, performance metrics, and employee satisfaction after implementing the program.

## Related Articles

1. "Developing Effective 360-Degree Feedback Questions: A Practical Guide": This article provides a step-by-step guide on creating clear, concise, and behaviorally focused questions for a 360-degree leadership survey.
2. "Analyzing and Interpreting 360-Degree Feedback Data: Best Practices": This article explores various analytical techniques for making sense of the data collected from 360-degree surveys and extracting actionable insights.
3. "The Role of Coaching in 360-Degree Feedback: Maximizing Impact": This article focuses on the importance of coaching in guiding leaders through the feedback process and translating insights into concrete actions.
4. "Overcoming Challenges in 360-Degree Feedback: Addressing Bias and Low Response Rates": This article addresses common challenges associated with 360-degree feedback and provides practical strategies for mitigation.
5. "360-Degree Feedback for Leadership Development: A Case Study": This article presents a case study illustrating the successful implementation of a 360-degree feedback program in a specific organizational context.
6. "The Impact of 360-Degree Feedback on Leadership Effectiveness": This article explores the empirical evidence supporting the effectiveness of 360-degree feedback in improving leadership performance.
7. "Designing a 360-Degree Feedback System for Specific Leadership Competencies": This article focuses on tailoring 360-degree feedback to assess specific leadership competencies relevant to a particular organization or role.
8. "The Use of Technology in 360-Degree Feedback: Enhancing Efficiency and Accuracy": This article discusses the role of technology in streamlining the 360-degree feedback process, from survey administration to data analysis.
9. "Integrating 360-Degree Feedback into Performance Management Systems": This article explores how 360-degree feedback can be integrated effectively into a broader performance management system to create a holistic approach to performance evaluation and development.

**360 leadership survey 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 survey 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 leadership New information on leading in a global environment A breakthrough case study on measuring improved leadership behavior Studies revealing the importance of follow-through *The Extraordinary Leader* is a remarkable combination of expert insight and extensive research. The authors analyzed more than 200,000 assessments describing 20,000 managers—by far the most expansive research ever conducted for a leadership book. Zenger and Folkman have created the leadership book of the ages. *The Extraordinary Leader* explains how to build leadership skills that will take you and your organization to unimaginable success.

**360 leadership survey questions: Nine Lies About Work** Marcus Buckingham, Ashley Goodall, 2019-04-02 Forget what you know about the world of work You crave feedback. Your organization's culture is the key to its success. Strategic planning is essential. Your competencies should be measured and your weaknesses shored up. Leadership is a thing. These may sound like basic truths of our work lives today. But actually, they're lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies—distortions, faulty assumptions, wrong thinking—that we encounter every time we show up for work. Nine lies, to be exact. They cause dysfunction and frustration, ultimately resulting in workplaces that are a pale shadow of what they could be. But there are those who can get past the lies and discover what's real. These freethinking leaders recognize the power and beauty of our individual uniqueness. They know that emergent patterns are more valuable than received wisdom and that evidence is more powerful than dogma. With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company's culture, that matter most; that we should focus less on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people's goals we should strive to align people's sense of purpose and meaning; that people don't want constant feedback, they want helpful attention. This is the real world of work, as it is and as it should be. *Nine Lies About Work* reveals the few core truths that will help you show just how good you are to those who truly rely on you.

**360 leadership survey questions: The Art and Science of 360 Degree Feedback** Richard Lepsinger, Annette 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 survey 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 survey 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 survey 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.

**360 leadership survey 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 survey 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 survey 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.

**360 leadership survey 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 survey 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 survey 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 survey questions: Leading with Conviction** Shalom Saada Saar, Michael J. Hargrove, 2013-02-26 Practical advice and tools to help leaders at all levels elevate their skills What can truly set an organization apart? There is only one asset that offers guaranteed differentiation: leadership. Leadership is a deliberate act that requires effort but yields enormous payback. According to the renowned professor Shalom Saar and co-author Michael J. Hargrove, both internationally recognized leadership development consultants, executive coaches and speakers, leadership can be learned and improved through the nine critical competencies explored in this book. Filled with sage advice and engaging examples, as well as multiple mini-assessments, this book presents a programmatic approach to engage and grow leaders at every level and in any type of organization. Outlines the nine core competencies that define exceptional leadership Uses a proven approach to enhance leadership skills that can be applied to any organizational setting Offers a wide array of practical tools for aspiring and experienced leaders Written by Shalom Saar and Michael Hargrove, the cofounders of the Center for Leadership Development, (Saar is also a leading professor at MIT and previously Harvard, as well as other top schools globally) *Leading with Conviction* offers a wealth of advice to help leaders establish a compelling vision, motivate their workforce, manage change and conflict, and create benchmarks that lead to sustainable success.

**360 leadership survey questions: Clinical Leadership for Physician Assistants and Nurse Practitioners** Michael Huckabee, Michael Joseph Huckabee, 2017-11-28 This groundbreaking text focuses on the practical knowledge and skills that both physician assistants (PAs) and nurse practitioners (NPs) need to be effective health care leaders in a multidisciplinary environment.

Written by a recognized expert in physician assistant leadership, this engaging text helps PA and NP professionals--increasingly called upon to lead in a variety of clinical and administrative environments--to navigate the unique challenges they encounter. With an emphasis on concrete application of leadership principles, this text highlights interprofessional communication and the skills associated with becoming an effective leader in a variety of health care settings.

Thought-provoking case studies provide real-world application of concepts throughout the text. Useful exercises throughout the chapters and appendices bring further clarity to the theoretical topics examined in the book. Key Features: Focuses on leadership for NPs and PAs in team-based health care--the only text to do so Emphasizes interprofessional, multidisciplinary interactions, often at the level of direct patient care Addresses important issues including power and influence, leadership traits and behaviors, followership, change strategies, burnout, ethical considerations, and more Provides chapter-opening questions to guide the learner in discovering effective principles of leadership Includes chapter summaries and leadership exercises to provide context to the concepts discussed, as well as useful online worksheets Applies real-world scenarios to key leadership concepts through thought-provoking case studies

**360 leadership survey questions: Using 360-degree Feedback in Organizations** John W. Fleenor, Jeffrey Michael Prince, 1997 Content Description #Includes bibliographical references and indexes.

**360 leadership survey questions: Immunity to Change** Robert Kegan, Lisa Laskow 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.

**360 leadership survey questions: X-Teams** Deborah Ancona, Henrik Bresman, 2007-05-17 Why do good teams fail? Very often, argue Deborah Ancona and Henrik Bresman, it is because they are looking inward instead of outward. Based on years of research examining teams across many industries, Ancona and Bresman show that traditional team models are falling short, and that what's needed--and what works--is a new brand of team that emphasizes external outreach to stakeholders, extensive ties, expandable tiers, and flexible membership. The authors highlight that X-teams not only are able to adapt in ways that traditional teams aren't, but that they actually improve an organization's ability to produce creative ideas and execute them--increasing the entrepreneurial and innovative capacity within the firm. What's more, the new environment demands what the authors call "distributed leadership," and the book highlights how X-teams powerfully embody this idea.

**360 leadership survey questions: What to Ask the Person in the Mirror** Robert S. Kaplan, 2011 Harvard Business School professor and business leader Robert Kaplan presents a process for asking the big questions that will enable you to diagnose problems, change course if necessary, and advance your career.

**360 leadership survey questions: Talent Architects: How to make your school a great place to work** Mandy Coalter, 2018-10-01 Mandy Coalter draws on her extensive HR experience in the schools sector and beyond to support you to build a great place to work where everyone can excel in the interests of the children. She provides practical tips and support that will help to improve staff retention, performance and engagement, while tackling topics such as addressing teacher workload,

what really motivates and retains staff and the crucial role that leaders play in ensuring great people management in schools. Insightful, captivating and authentic, Mandy suggests fresh and practical new ideas and opportunities to strengthen your school and teachers, better equipping them to support their pupils.

**360 leadership survey 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 survey 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 survey questions: *The Handbook of Multisource Feedback*** David W. Bracken, Carol W. Timmreck, Allan H. Church, 2001-06-21 The Comprehensive Resource for Designing and Implementing MSG Processes As organizations strive to make the best possible decisions on critical issues such as compensation, succession planning, staffing, and outplacement, 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<sup>3/4</sup>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<sup>3/4</sup>which includes renowned academics, practitioners, and applied researchers<sup>3/4</sup>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

**360 leadership survey 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 survey questions: The Employee Experience** Tracy Maylett, Matthew Wride, 2017-01-10 Ever notice how companies with the best service also have the happiest employees? That's no accident. Do you want to build a strong, successful organization? Start by ignoring your customers. Really. Instead, focus first on creating a better employee experience, or EX. Your employees interact with customers, make them smile, and carry your brand message from the warehouse to the front lines. If your employees are having a great experience, so will your customers. In *The Employee Experience*, employee engagement pioneers Tracy Maylett and Matthew Wride reveal the secrets not only to attracting and retaining top talent, but to building a deeply engaged workforce—the foundation of organizational success. With deep insights into the dynamics of trust and mutual expectations, this book shows that before you can deliver a transcendent customer experience (CX), you must first build a superlative EX. With real-world examples and more than 24 million employee survey responses, Maylett and Wride reveal a clear, consistent pattern among the world's most successful organizations. By establishing a clear set of expectations and promises—collectively known as the Contract—and upholding it consistently, employers can build the trust that leads to powerful engagement. Whether in business, healthcare, education, sports, or nonprofit, these organizations are consistently more successful and more profitable, enjoy sustainable growth, and win the battle to keep today's rarest resource: talented people. Blending rigorous research, detailed case studies, in-depth interviews and expert insights, *The Employee Experience* will teach you to: Make the employee experience a core part of your strategy Understand employee expectations and bridge the "Expectation Gap" Establish rock-solid Brand, Transactional, and Psychological Contracts that breed trust and confidence Build an employee-employer partnership in creating something extraordinary Turn employee engagement

into fuel for customer satisfaction, profit, and growth Attracting talent, retaining top performers, and creating an environment in which employees choose to engage drives results. The Employee Experience shows you where truly extraordinary organizations begin...and how to build one. TRACY MAYLETT, Ed.D, SPHR, SHRM-SCP, is the CEO of DecisionWise, where he currently advises leaders across the globe in leadership, change, and employee engagement. Maylett holds a doctorate from Pepperdine University and an MBA from BYU. He is a recognized author, and teaches in the Marriott School of Management at Brigham Young University. MATTHEW WRIDE, JD, PHR, is the COO of DecisionWise. With an extensive business background, Wride brings a fresh approach to organization development and leadership consulting. He is passionate about helping leaders create winning employee experiences. Wride holds a JD from Willamette University and a master's degree from the University of Washington. For over two decades, DecisionWise has advised organizations and leaders in more than seventy countries on leadership, assessment, talent, organization development, and the employee experience. Visit us online at [www.decision-wise.com](http://www.decision-wise.com).

**360 leadership survey questions: The 5 Levels of Leadership** John C. Maxwell, 2011-10-04 Use this helpful book to learn about the leadership tools to fuel success, grow your team, and become the visionary you were meant to be. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than the boss people follow only because they are required to, you have to master the ability to invest in people and inspire them. To grow further in your role, you must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. And if you have the skill and dedication, you can reach the pinnacle of leadership—where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others. The 5 Levels of Leadership are: 1. Position—People follow because they have to. 2. Permission—People follow because they want to. 3. Production—People follow because of what you have done for the organization. 4. People Development—People follow because of what you have done for them personally. 5. Pinnacle—People follow because of who you are and what you represent. Through humor, in-depth insight, and examples, internationally recognized leadership expert John C. Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected, and successful leader.

**360 leadership survey 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 survey questions: Grit** Angela Duckworth, 2016-05-03 In this instant New York Times bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls "grit." "Inspiration for non-geniuses everywhere" (People). The daughter of a scientist who frequently noted her lack of "genius," Angela Duckworth is now a celebrated researcher and professor. It was

her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In *Grit*, she takes us into the field to visit cadets struggling through their first days at West Point, teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she's learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to New Yorker cartoon editor Bob Mankoff to Seattle Seahawks Coach Pete Carroll. "Duckworth's ideas about the cultivation of tenacity have clearly changed some lives for the better" (The New York Times Book Review). Among *Grit*'s most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances; when it comes to child-rearing, neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. Winningly personal, insightful, and even life-changing, *Grit* is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is "a fascinating tour of the psychological research on success" (The Wall Street Journal).

**360 leadership survey questions: The Leadership Code** Dave Ulrich, Norm Smallwood, Kate Sweetman, 2009-01-08 What makes a great leader? It's a question that has been tackled by thousands. In fact, there are literally tens of thousands of leadership studies, theories, frameworks, models, and recommended best practices. But where are the clear, simple answers we need for our daily work lives? Are there any? Dave Ulrich, Norm Smallwood, and Kate Sweetman set out to answer these questions—to crack the code of leadership. Drawing on decades of research experience, the authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants—and heard the same five essentials repeated again and again. These five rules became The Leadership Code. In *The Leadership Code*, the authors break down great leadership into day-to-day actions, so that you know what to do Monday morning. Crack the leadership code—and take your leadership to the next level.

**360 leadership survey questions: Ask a Manager** Alison Green, 2018-05-01 From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

**360 leadership survey questions: Stakeholder Centered Coaching** Marshall Goldsmith, Sal

Silvester, 2018-02 This book lays out the framework to help you generate better results from your coaching practice using the Stakeholder Center Coaching(R) approach.

**360 leadership survey questions:** *Journey of the Soul* Bill Gaultiere, Kristi Gaultiere, 2021-02-16 The healthy Christian life is one of continuing spiritual, emotional, and relational growth. But so many of us feel stuck or stagnated at one stage of the journey. It's not always clear to us where or why we are stuck, making it difficult to take the next step on our journey of the soul. That's where Bill and Kristi Gaultiere come in. After decades in private practice as counselors and therapists, they have developed a unique model for growing in grace. In *Journey of the Soul*, they draw on more than 70,000 hours of providing therapy and spiritual direction to show you how to identify your current stage of faith and the next steps to take based on your unique needs and struggles. With Scripture, self-assessments, and soul care practices to support your progress along the way, this insightful and inspiring book will be a treasured companion on your journey no matter where you are or how long you've been following Jesus.

**360 leadership survey questions:** *Strong Product People* Petra Wille, 2020-12-11 Are you a product leader looking for advice on how to be certain that every product manager on your team lives up to their full potential? Do you want to make sure your product people are competent, empowered, and inspired, and would you like to know how you can best help them on this journey? If you answered yes to any of these questions, then this book is for you! By the end of this book, you will understand: - Why you need to focus on the personal development of every product manager-and of the team as a whole-to unlock their full potential. - Why coaching is an important part of your job, and how to do it in the most effective way. - How you can define what a good product manager looks like. - How you can accurately assess product managers and provide them with valuable, actionable, and helpful feedback on their current performance that will help them perform even better. - Which methods/frameworks you can use to make sure product managers learn what they need to know to be more effective-enhancing their people skills. And you will be able to: - Reflect on your own coaching personality and define your own areas for development. - Efficiently prepare and use one-on-ones as your main coaching tool.

**360 leadership survey questions:** *Fearless Performance Reviews: Coaching Conversations that Turn Every Employee into a Star Player* Jeff Russell, Linda Russell, 2012-12-28 Turn the performance review process into a performance enhancement process *Fearless Performance Reviews* introduces a groundbreaking new framework that transforms not just the review process but the entire relationship between coach and employee. Experts Jeffrey and Linda Russell replace the traditional performance review with the Performance Coaching Conversation, a bottom-up alternative in which the employee takes the lead both during the review process and throughout the entire performance cycle. "Fearless Performance Reviews is a great way to step new and experienced supervisors through a much more effective process for performance reviews. The process that is described in the book really does take the fear out of both sides of the performance assessment process." —Dawn Thistle, Organizational Learning Manager, Springs Window Fashions "Getting to the goal of effective performance reviews requires collaboration. What better way to share the journey to success than to agree on the route. Jeff and Linda offer us a powerful and clear framework for making the review process more collaborative and gives us a framework rather than a script." —Annamarie Shanahan, HR Director, Plastic Ingenuity

**360 leadership survey questions:** *Courageous Cultures* Karin Hurt, David Dye, 2020-07-28 From executives complaining that their teams don't contribute ideas to employees giving up because their input isn't valued--company culture is the culprit. *Courageous Cultures* provides a road map to build a high-performance, high-engagement culture around sharing ideas, solving problems, and rewarding contributions from all levels. Many leaders are convinced they have an open environment that encourages employees to speak up and are shocked when they learn that employees are holding back. Employees have ideas and want to be heard. Leadership wants to hear them. Too often, however, employees and leaders both feel that no one cares about making things better. The disconnect typically only widens over time, with both sides becoming more firmly entrenched in

their viewpoints. Becoming a courageous culture means building teams of microinnovators, problem solvers, and customer advocates working together. In our world of rapid change, a courageous culture is your competitive advantage. It ensures that your company is “sticky” for both customers and employees. In *Courageous Cultures*, you’ll learn practical tools that help you: Learn the difference between microinnovators, problem solvers, and customer advocates and how they work together. See how the latest research conducted by the authors confirms why organizations struggle when it comes to creating strong cultures where employees are encouraged to contribute their best thinking. Learn proven models and tools that leaders can apply throughout all levels of the organization, to reengage and motivate employees. Understand best practices from companies around the world and learn how to apply these strategies and techniques in your own organization. This book provides you with the practical tools to uncover, leverage, and scale the best ideas from every level of your organization.

**360 leadership survey 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 survey questions:** *Feedback to Managers* Jean Brittain Leslie, 2013-09-15 Feedback is a rare commodity in day-to-day organizational life, but it is a key to ongoing effectiveness. One popular vehicle for getting feedback from one’s boss, peers, subordinates, and customers is the multiple-perspective or 360-degree-feedback instrument. Whether part of a management-development course or used alone, this kind of instrument can enhance self-awareness by highlighting a leader’s strengths and areas in need of further development. Selecting the right multirater instrument from among the dozens that are available can be difficult. This new edition of *Feedback to Managers*, the fourth, updates and expands the popular 1998 edition. It guides the selection process with an in-depth analysis of 32 publicly available instruments. Each of the instrument reports includes descriptive information, a look at the research behind the instrument, and descriptions of support materials.

**360 leadership survey questions:** *Leading Solutions* Olivier Serrat, 2021-04-14 This book on business psychology—particularly organizational leadership—crosses industries, continents, and business environments: it includes 45 précis on emerging theories of leadership; ethical and cultural considerations; group and team leadership; leadership self-development; management philosophy and practice; organizational diagnosis and cultural dynamics; personality and lifespan in the workplace; professional development; qualitative research methods; psychological, socio-cultural, and political dimensions of organizations; the role of technology in organizations; strategic change management; and systems theory. The material ranges widely but is pithy: each précis offers in easy bites the latest take on the subject, drawing from popular textbooks, recommended readings, case studies, group exercises, personal experience, and self-reflection; each was written as a key to



understanding and change with an eye to re-imagining leadership in the 21st century. Both rigorously researched and entertaining, this book addresses the fast-changing realities of organizational leadership in domestic and international settings across the private, public, and nonprofit sectors: it will serve as a valuable quick-access resource for practitioners and students.

**360 leadership survey questions: *Airport Leadership Development Program*** Seth B. Young, Mindy Price, 2013 TRB's Airport Cooperative Research Program (ACRP) Report 75: Airport Leadership Development Program is designed to assist existing and future airport leaders to assess, obtain, and refine airport-industry leadership skills. The program includes forms for a full 360-degree individual assessment of core leadership traits. A complete facilitator guide with Microsoft PowerPoint presentations and participant workbooks and materials are also included on the CD-ROM that accompanies the print version of the report. The CD-ROM is also available for download from TRB's website as an ISO image. Links to the ISO image and instructions for burning a CD-ROM from an ISO image are provided below.--Publication info.

**360 leadership survey questions: *Self-Leadership*** Christopher P. Neck, Charles C. Manz, Jeffery D. Houghton, 2016-06-17 Written by the scholars who first developed the theory of self-leadership (Christopher P. Neck, Charles C. Manz, & Jeffery D. Houghton), *Self-Leadership: The Definitive Guide to Personal Excellence* offers powerful yet practical advice for leading yourself to personal excellence. Grounded in research, this milestone book is based on a simple yet revolutionary principle: First learn to lead yourself, and then you will be in a solid position to effectively lead others. This inclusive approach to self-motivation and self-influence equips readers with the strategies and tips they need to build a strong foundation in the study of management, as well as enhancing their own personal effectiveness.

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