



# LEADERSHIP NAVIGATOR<sup>®</sup>

## 360 FEEDBACK SURVEYS

**You need a 360 Feedback survey that drives results** — a survey that has been road-tested and proven to fuel success. The Leadership Navigator<sup>®</sup> suite offers a comprehensive set of diagnostic tools to assess leadership for a wide range of roles.

Why the Leadership Navigator?

**RESEARCH-BASED** surveys created by Industrial-Organizational Psychologists who combine assessment and coaching expertise with decades of experience delivering feedback to leaders.

**DESIGNED FOR CHANGE.** Personalities don't change, behaviors do. Action-oriented, behavioral questions relate directly to a business leader's day-to-day activities, so results are meaningful.

**CLEAR AND CONCISE** reports, instructions and communication templates. Results are easy to read and interpret, so leaders don't get distracted and can focus on feedback.

**FLEXIBLE REPORTING OPTIONS** tailored to fit your organization's needs.

**NO CERTIFICATION REQUIRED.**



# You need a tool that fits.

The Leadership Navigator® has a selection of surveys to accommodate the many roles and levels within an organization.

- ▶ **Senior Executive:** For top-level executives, CEOs, and presidents who are seeking feedback from a Board of Directors.
- ▶ **Executive:** For high-level executives and vice presidents who want feedback from direct reports and peers.
- ▶ **Corporate Leader:** For a wide variety of mid-level leaders and managers who want feedback from direct reports and peers.
- ▶ **Individual Contributor:** For professionals who do not have direct reports.
- ▶ **Retail Manager:** Specifically for the needs of retail store managers, including items on customer service and merchandising.

## Mission-Driven Organizations: Non-profits, schools and government organizations

- ▶ **Executive Director:** For Executive Directors and heads of non-profit, education and civic organizations who report to and need feedback from a Board of Directors.
- ▶ **Organizational Leader:** For non-profit, government and education leaders who want feedback from direct reports and peers.
- ▶ **School Leader:** For the unique needs of a K-12 education leader, such as principals, assistant principals, and academic deans.

\* May vary slightly in items and competency definitions, for instance, *Team Leadership* is *Store Teamwork* in Retail Manager.

		SURVEYS							
		Senior Executive	Executive	Corporate Leader	Individual Contributor	Retail Manager	Executive Director	Organizational Leader	School Leader
COMPETENCIES									
LEADING PEOPLE	Developing Talent	●	●	●			●	●	●
	Delegation	●	●				●		●
	Motivates Top Performance	●	●						
	Communication	●	●	●	●	●	●	●	●
	Team Leadership*	●	●	●	●	●	●	●	●
	Acts with Integrity	●	●	●	●	●		●	●
	Inclusiveness			●	●	●		●	●
	Self Development				●				
	Professionalism						●		●
	Board Partnership						●		
Coaching & Developing					●				
ORGANIZATIONAL OVERSIGHT	Leading Strategy*	●					●		
	Strategic Management		●						
	Mission, Vision & Values	●	●						
	Mission Focus						●	●	
	Decision Making	●	●						●
	Industry Knowledge	●	●						
	Influencing & Negotiating	●	●						
	Stakeholder Management							●	●
	Financial Management*	●	●				●		●
	Results Orientation*			●		●	●	●	●
	Understands the Business				●				
	Planning and Organizing				●				
	Fundraising							●	
	Instructional Leadership								●
	Entrepreneurial Disposition							●	
	Flexibility							●	●
	Customer Focus*			●	●	●			
Business Focus			●						
Retail Focus					●				
FEATURES	Frequency Rating Scale			●	●	●		●	●
	Effectiveness Rating Scale	●	●	●	●		●	●	
	National Norms		●	●	●			●	



Give your leaders the feedback they need to **succeed.**

## Leadership Navigator® Features

**The big picture:** a competency overview shows leaders' overall profile in the eyes of their boss, peers, and direct reports.

**The details:** break-out pages give item-by-item scores to see exactly what behaviors are driving the results.

**The narrative:** hearing the voice of raters in verbatim comments can be a powerful catalyst for change.

**The highs and lows:** a quick view of the top 10 and bottom 10 scores distills strengths and development needs onto one page.

**Blind spots and unexpected strengths:** self analysis is easy when the leader can see where self-ratings differ most from the views of others.

**Tips and rater training:** tips and instructions written right into the survey improve accuracy.

**Interpretation guide:** self-paced workbook guides leaders to find meaningful trends and prioritize development.

**Change over time:** our trending reports compare a leader's behavior scores between two surveys.

## Standard Report vs. Frequency Report

**The Standard Report** is easy to interpret. Keeps the leader focused on prioritizing results with average scores by rater group.

**The Frequency Report** offers more context by showing the distribution of scores for each item while still maintaining anonymity.





The backbone  
of a successful  
360 Feedback survey  
is **research.**

The Leadership Navigator® suite of surveys are grounded in nearly 60 years of research, pointing to two core elements of effective leadership: Leading people and organizing work. These core concepts were first validated in the Ohio State Leadership Studies that demonstrated effective leaders provide two basic supports to employees: They provide structure and they consider employees' needs. Structure takes the form of organizing work, setting expectations, and directing effort. Consideration of employees' needs involves interpersonal skills, developing employees, and supporting the team. All of the Leadership Navigator® competencies and behaviors link to one of these two core elements of effective leadership.

The Leadership Navigator® has been extensively tested for validity, reliability, and has even been linked directly to sales. If, like us, you love data, we invite you to check out some of our research. But if statistics aren't your cup of tea, you can still feel confident knowing that the Leadership Navigator® is supported by hard science.

**Development, Reliability, and Validity of the Leadership Navigator® for Organizational Leaders.** (2010) by English, A.E. & Rose, D.S. 3D Group Technical Report #8333. Emeryville, CA: Data Driven Decisions, Inc.

**2010 Normative Comparison, Reliability Analysis, Validity and Revisions Report for the Leadership Navigator® for Corporate Leaders.** (2010) by English, A.E. & Rose, D.S. Technical Report #8321.

**Rating Scale Label Effects on Leniency Bias in 360-degree Feedback.** (2009) by English, A., Rose, D.S. & McLellan, J. Paper presented at the 24th Annual Meeting of the Society for Industrial Organizational Psychologists. New Orleans, LA. Technical Report #8328.

**Reliability and Construct Validity of a 360° Assessment Survey for Executives.** (2006) by Robinson, G.N., & Rose, D.S. Paper presented at the 21st Annual Convention of the Society for Industrial and Organizational Psychology, Dallas TX. Technical Report #8302.

**Development and Content Validation of the Leadership Navigator® for Executives.** (2004) by Robinson, G.N., & Rose, D.S. Technical Report #8269.

**Validation of a 360-Degree Feedback Instrument Against Sales: Content Matters.** (2003) by Healy, M.C., & Rose, D.S. Paper presented at the 18th Annual Convention of the Society for Industrial and Organizational Psychology, Orlando, FL. Technical Report #8202.

**General Manager Scores on 360° Leadership Navigator® Linked to Store Sales at a Nationwide Retailer.** (2003) by Healy, M.C., & Rose, D.S. Technical Report #8239.

**Development and Validation of the 360 Leadership Navigator® for Corporate Leaders.** (2003) by Healy, M.C., & Rose, D.S. Technical Report #8240.