



LEADERSHIP NAVIGATOR[®]

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[®] 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 configured 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.

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.

		SURVEYS						
		Senior Executive	Executive	Corporate Leader	Individual Contributor	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	●	●				●	●
	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			●					
FEATURES	Frequency Rating Scale			●	●		●	●
	Effectiveness Rating Scale	●	●	●	●	●	●	
	National Norms		●	●	●		●	
	Development Suggestions		●	●	●			

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



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.

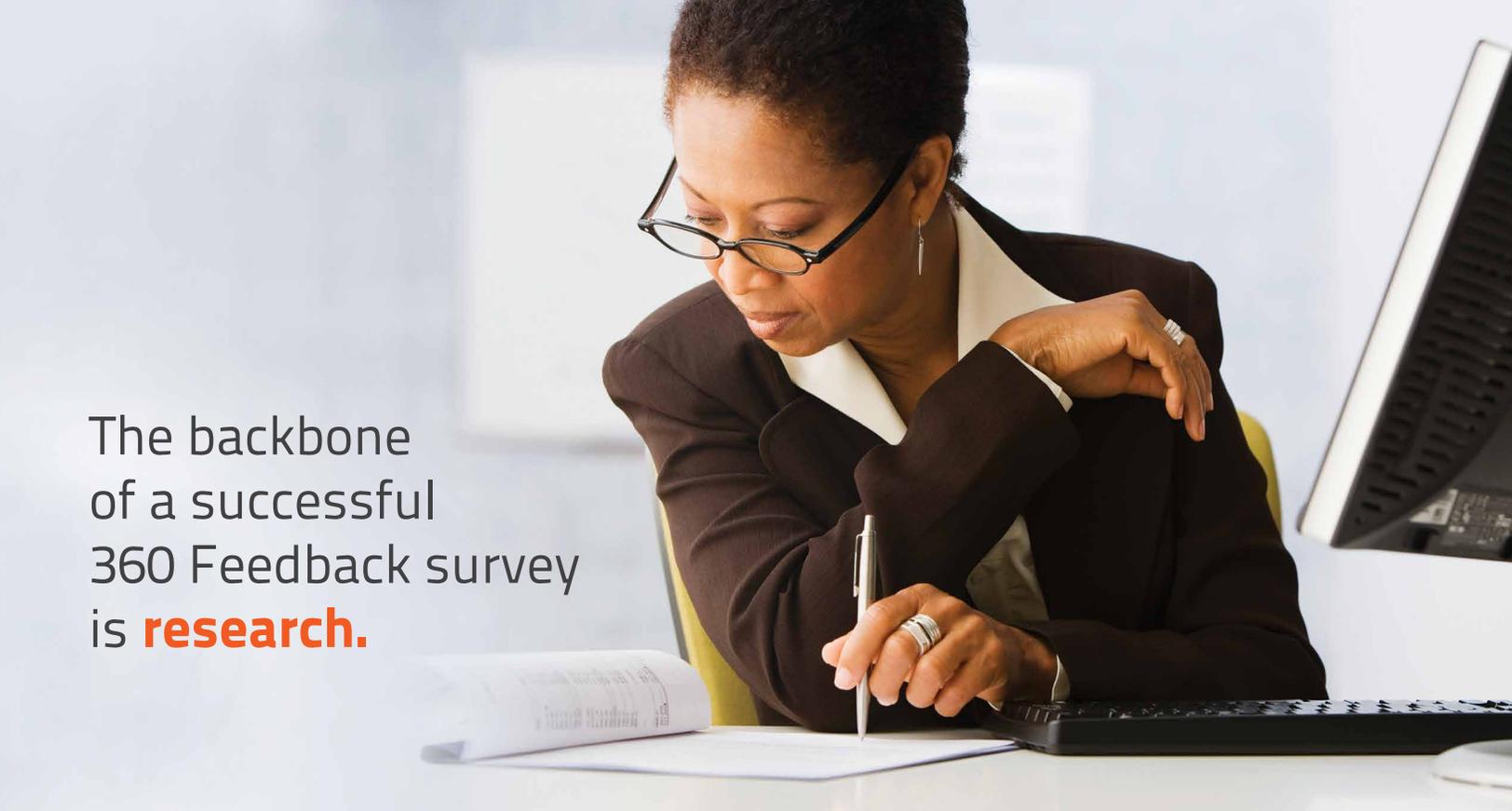
Change over time: our trending reports compare a leader's behavior scores between two surveys.

Report Formats

The Averages Report is easy to interpret. It keeps the leader focused on prioritizing results with average scores by rater group.

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





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

The Leadership Navigator® suite of surveys is 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' 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 to sales results. If you love data like we do, we invite you to check out some of our research. If statistics aren't your cup of tea, you can still feel confident knowing 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.