ARE WE MEASURING THE RIGHT THINGS?

Resent research that analysed 360 degree feedback data from in excess of 11000 leaders found that the least effective/ worst leaders displayed the following characteristics

During their research they analysed the 360 degree feedback data from in excess of 11000 leaders and mapped that against the 10% who were considered least effective and those who were subsequently fired(!).

They concluded that the worst leaders:

- Lack energy and enthusiasm – They see new initiatives as a burden, rarely volunteer, and fear being overwhelmed. One such leader was described as having the ability to "suck all the energy out of any room."
- Accept their own mediocre performance – They overstate the difficulty of reaching targets so that they look good when they achieve them. They live by the mantra "Underpromise and overdeliver."
- Lack clear vision and direction – They believe their only job is to execute. Like a hiker who sticks close to the trail, they're fine until they come to a fork.
- Have poor judgment – They make decisions that colleagues and subordinates consider to be not in the organization's best interests.
- Don't collaborate – They avoid peers, act independently, and view other leaders as competitors. As a result, they are set adrift by the very people whose insights and support they need.
- Don't walk the talk – They set standards of behaviour or expectations of performance and then violate them. They're perceived as lacking integrity.
- Resist new ideas – They reject suggestions from subordinates and peers. Good ideas aren't implemented, and the organization gets stuck.
- Don't learn from mistakes – They may make no more mistakes than their peers, but they fail to use setbacks as opportunities for improvement, hiding their errors and brooding about them instead.
- Lack interpersonal skills – They make sins of both commission (they're abrasive and bullying) and omission (they're aloof, unavailable, and reluctant to praise).
- Fail to develop others – They focus on themselves to the exclusion of developing subordinates, causing individuals and teams to disengage.

Whilst I am this first to say that 360 Degree Feedback questionnaires have to meet the organisations current/ future needs and be embedded in their context – the article does raise the question... Should 360 degree questionnaires also contain some of the generic aspects that underpin great leadership?

Please let me know if you need any other information or advice on developing your 360 feedback model / 360 degree feedback questions or would like to access our 360 feedback sample questions.

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