

# J Brown Group

## *CEO 360° Assessment*



## What is the CEO 360?

The CEO (Competency, Effort & Outcome) 360° Assessment is designed to bridge the gap between purely competency based and purely outcome based measures of management and leadership performance. The list of behaviors in this model was developed through a qualitative meta-analysis of several leading competency models. For each of the 44 management/leadership behaviors in this model, the subject will be evaluated by supervisors, peers and subordinates based on:

**Competency**: How competent and capable is the subject relative to these behaviors?

*Very Low      Low      Medium      High      Very High*

Level of **Effort**: Does the subject make an effort to perform relative to these behaviors?

*Very Low      Low      Medium      High      Very High*

Quality of **Outcome**: To what degree do the subject's outcomes relative to these behaviors help drive organizational goals?

*Very Low      Low      Medium      High      Very High*

Right now we are conducting a pilot study to assess the validity and reliability of this model. As part of that pilot study we are giving away 100 free assessments.

## How Does It Work

The contact person for each organization completes a CEO Pilot Study Participant Information Sheet. Upon receipt of that information we then send invites to the raters to complete the form. Once collection for each ratee is complete, will forward a Preliminary Report to the contact person to share with the ratee. For each ratee, at least 5 (preferably 10) raters will be asked for feedback. Reports will only be generated once at least 3 raters have responded.

At the completion of the study, a normative database will be developed based upon the responses received. Each individual who participated in the study will receive a second normative report that will compare their results to the overall population.

# CEO 360 Competencies

## Functional Orientation

1. **Problem Management:** Accurately perceives situations that may require attention, and uses rigorous logic and methods to develop solutions
2. **Results Management:** Drives self and team to achieve desired organizational goals and outcomes
3. **Financial Management:** Exercises appropriate financial judgment in job related matters, and follows the organization's rules related to financial issues
4. **Safety Concern:** Exercises appropriate judgment to promote a safe workplace environment, is knowledgeable of organization's safety rules
5. **Organizational Citizenship:** Considers how actions or events could impact company interests, and encourages the same in others

## Task Orientation

6. **Task Focus:** Stays on task despite complexity and/or ambiguity, and encourages the same in others
7. **Decision Making:** Exercises good judgment in resolving problems, even with incomplete information and under tight deadlines and pressure
8. **Tactical Planning:** Accurately scopes length and difficulty of tasks and projects; sets objectives and goals, defines steps needed to complete tasks before action is taken
9. **Initiative:** Takes appropriate action to accomplish organizational goals, even with little or no direction
10. **Prioritization:** Recognizes how conflicting tasks impact organizational priorities and responds appropriately
11. **Multitasking:** Manages multiple projects and competing priorities effectively

## People Orientation

12. **Compassion:** Shows genuine concern for coworkers' welfare. Willing to consider both work and non-work problems, and is available and ready to help as appropriate
13. **Interpersonal Cooperation:** Works with other individuals appropriately
14. **Socialability :** Maintains friendly interactions with coworkers and business associates, and demonstrates proper manners when dealing with others
15. **Assertiveness:** States views confidently, and is direct and forcefully when appropriate
16. **Seeking Input:** Actively encourages others to contribute to work-related discussions
17. **Customer Focus:** Manages and meets the expectations of both internal and external customers, and seeks to maintain or enhance customer satisfaction
18. **People Reading:** Senses others' feelings and views based on both verbal and non-verbal cues

## Communication Orientation

19. **Listening:** Practices attentive and active listening with people at all levels of the organization
20. **Oral Communication:** Verbally expresses thoughts and ideas to individuals and small groups in a clear and straightforward manner
21. **Presentation Skills:** Effectively presents material to groups of people in a variety of settings both inside and outside of the organization
22. **Written Communication:** Expresses self clearly and succinctly in writing. Varies written communication style as appropriate for intended audience

## Dependability

- 23. **Orderliness:** Maintains a high degree of organization in their physical work environment
- 24. **Rule Orientation:** Understands the organization's rules and policies, and willingly follows them
- 25. **Personal Responsibility:** Willing to accept responsibility for own actions and decisions, as well as directions to co-workers and subordinates
- 26. **Trustworthiness:** Considered to be truthful and honest, maintains confidentiality in dealing with sensitive information. Does not misrepresent themselves or the organization
- 27. **Timeliness:** Strives to meet job-related time limits, and encourages the same from team
- 28. **Professionalism:** Demonstrates appropriate professional standards
- 29. **Organizational Loyalty:** Demonstrates support for the organization's goals and values

## Open Mindedness

- 30. **Tolerance of Ideas:** Values divergent views and opinions
- 31. **Adaptability:** Effectively deals with change and shifting priorities, demonstrates the ability to appropriately handle risk and uncertainty
- 32. **Creativity:** Encourages creative thinking within the organization or work unit
- 33. **Managing Diversity:** Manages all people equitably, appreciates and celebrates diverse cultural experiences and/or beliefs; and encourages the same from team
- 34. **Technological Acuity:** Willing and able to adapt to new and evolving technologies for work-related tasks

## Emotional Intelligence

- 35. **Composure:** Stays calm in the face of immediately stressful work demands. Can be counted on to hold things together during tough times
- 36. **Resilience:** Maintains a positive attitude in response to challenges and failure
- 37. **Stress Management:** Appropriately manages ongoing job-related stress

## Knowledge Management

- 38. **Information Seeking:** Actively gathers job and task related information from relevant sources
- 39. **Information Management:** Records data and information according to organizational rules and norms
- 40. **Information Integration:** Combines relevant information from multiple sources into a coherent whole
- 41. **Information Sharing:** Provides information to others in the workplace so that they can make informed decisions and take appropriate actions
- 42. **Position Knowledge:** Demonstrates appropriate functional and technical knowledge for their current position within the organization
- 43. **Organizational Knowledge:** Aware of both the formal and informal functions and processes within the organization
- 44. **Industry Knowledge:** Demonstrates appropriate industry knowledge

## Frequently Asked Questions

- What drove you to create the CEO 360? *As part of my coaching practice I use 360 assessments along with personality assessments (i.e., Birkman Method) to help leaders identify how they can improve. I had trouble locating a single 360 tools that met all my needs so set out to develop my own.*
- Can we use this as part of our performance appraisal process? *As this tool is still in the pilot testing stage, it is only recommend for development and coaching. At this time, we do not recommend using the data from this tool for any kind of evaluation that would impact hiring, promotion, or compensation decisions.*
- Why are you giving these away for free? *Because we need the data to validate the tool.*
- Do you have a template to send to raters informing them of what to expect? *One is available if you would like it.*
- How long (in minutes) do you think it will take for raters to provide feedback? *It is intended to take less than 15 minutes. Most of the participants in the pre-pilot have reported it taking less than that.*
- How long do raters have (in days) to fill out the survey? Does the sponsor need to set a deadline for them? *What we usually do is send an initial invite/request, followed by a 2nd reminder one week later, and a 3rd one week after that. If we get 100% responses sooner we produce the reports sooner.*
- Should raters be expecting the email from you or how will they know it is not spam? *It will come under my e-mail cover through the ZipSurvey tool.*
- Are you going to ensure raters that their answers will remain confidential and that I won't know who rated/said what? *Only aggregate responses and will be reported. As part of our protocol individual replies will not be seen by the ratee or anyone from the organization.*
- Will I be taking this assessment on myself? *Only if you are evaluating the someone else. The ratee does not provide feedback for this tool.*
- I'm assuming I will receive a report outlining my results? When should I expect that? *As soon as we get 100% responses or a few days after the 3rd request I produce the reports. I send an e-mail letting you know when that process starts and it is usually less than 5 business days (sometimes much less).*
- Will you be asking for feedback on the process and/or survey? *Not as part of this study as the focus right now is validating the tool, but any feedback is always appreciated.*
- Who do we contact with questions? *Send them directly to me at jimmybrownphd@gmail.com or I can also be reached via phone at +1 501.588.1930 .*