

LEADERSHIP ASSESSMENTS



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TALENTONIC HR SOLUTIONS

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I believe that 360 is one of the most powerful ways of evaluating a Leader. It helps understand how Leaders interact with their teams, how they are perceived, do they play favorites, how they act under pressure, how they communicate, are they trusted, do they take people along. Answers to these questions provide important insights into the health of an Organization and the culture it builds and only confidential 360 assessments are able to get to the heart of these issues. In our work with numerous clients, we find that often these assessments offer rich insights into the Organization culture and underlying behaviors that are rewarded within company ecosystems. This document offers two examples of how we saw this at play.

1. Uncovering a Blind Spot

We carried out an assessment for 50 leadership team members for a client in the Services sector using [talent3sixty](#) and found the following organization insights.

1. The emerging leadership had lost steam and virtually none of them had the ambition or energy to climb into leadership roles.
2. The business verticals were run as silos and horizontal skills were missing which was impacting the top and bottom line.
3. Energy levels were low, and the leadership was a trite defensive.
4. Risk taking was low, and no one wanted to rock the boat.
5. Accountability and performance orientation were missing.

These were not challenges of individual development, and beyond a point, they could not be solved by developing individuals. In our debrief with their leadership team, we spent a lot of time discussing these insights, all new to the Managing Director. Over time, the Leadership team addressed this at an organization level through system changes and bringing in fresh talent at key positions.

“Leadership assessment gives you actionable insights for Organization Development”

2. The CEO Stamp

At this client, we used [MBTI](#) (Myers and Briggs Type Indicator) in combination with talent3sixty assessment to assess 70 Leaders spread across 8 locations internationally. On MBTI, of the 70 Leaders a majority were ESTJ (Decisive Leaders) and INTJ (Strategic Leader) profiles. There was not a single leader with a “Feeling” or “Perceiving” profile. On the 360 assessment, the leaders were strong in action-oriented competencies, strategic acumen and in “task managing” their teams. But weak in emotive content, coaching performance and in collaboration with peers. In our discussions we learnt that the CEO had unconsciously built a culture where like minded people were rewarded. Over time his Leadership team became much like him in operating style; very Black or White.

We arrived at the following insights for this Organization:

1. It's a logical, thinking and judging organization and the predominant conflict resolution style would be “win lose”
2. Leadership will have to be careful not to “steamroll” people. They may become so focused on impersonal pros and cons that they could ignore how decisions might affect people in a personal way.
3. Leadership may be uncomfortable with innovation and trust their past experiences. This will impact their attitude towards new ideas
4. Some leaders may struggle with maintaining morale because they tend to disregard “social niceties” or tact in favor of being objective and decisive.
5. Listening to differing opinions may be a problem once their mind is made up.

In summary, 360 assessments offer rich learning when we allow ourselves to be vulnerable by accepting the opinions of others. But as both examples above showed us,

what starts off as an individual development exercise can often lead to important and powerful insights for the Organization as a whole. What behaviors are rewarded & therefore encouraged? Does the Organization have the right mix of leadership styles?

Without this organizational introspection, you could end up asking individual leaders to swim upstream in their individual development journey.

[Talent3sixty](#) is a survey-based tool developed by Talentonic HR Solutions Private Limited. The tool has been used by over 10,000 feedback seekers across industry verticals. Talent3sixty has enabled leadership team members to obtain reliable and action-oriented feedback from their work colleagues. Learn more at www.talentonic.com