

360 leadership development assessment

360 Leadership Development Assessment: Unlocking True Leadership Potential

360 leadership development assessment is increasingly becoming a cornerstone for organizations aiming to cultivate effective leaders. In today's fast-paced and complex business environment, the ability to lead with insight, empathy, and adaptability is crucial. But how can leaders truly understand their strengths and areas for growth? This is where 360-degree assessments step in, offering a comprehensive and multi-dimensional view of leadership capabilities from various perspectives.

Whether you're a seasoned executive, an emerging leader, or a human resources professional, grasping the nuances of a 360 leadership development assessment can transform how leadership growth is approached and nurtured.

What Is a 360 Leadership Development Assessment?

At its core, a 360 leadership development assessment is a feedback tool designed to gather performance insights about a leader from multiple sources. Unlike traditional evaluations where feedback might come solely from a direct supervisor, the 360 approach collects input from peers, subordinates, supervisors, and sometimes even external stakeholders like clients or partners. This well-rounded feedback helps create a more balanced and authentic picture of a leader's effectiveness.

The term "360" refers to the full circle of feedback providers, ensuring that no singular viewpoint dominates the assessment. This holistic perspective is invaluable for leadership development because it highlights blind spots and reinforces strengths in ways a single-source review often cannot.

Why Use 360 Leadership Development Assessments?

Leadership is inherently relational and multifaceted. A leader's impact is felt not only in the tasks they accomplish but also in how they influence and inspire others. Here are some key reasons why organizations and leaders turn to 360 assessments for leadership development:

1. Comprehensive Feedback for Deeper Insight

Traditional performance reviews can be limited, often focusing on results or a manager's viewpoint alone. A 360 leadership development assessment gathers diverse opinions, providing a nuanced understanding of leadership behaviors such as communication style, decision-making, emotional intelligence, and conflict resolution.

2. Identifying Blind Spots

One of the most valuable aspects of 360 feedback is uncovering blind spots—areas where leaders might be unaware of their impact or shortcomings. For example, a leader may view their communication as clear but receive feedback indicating others find it confusing or inconsistent. Identifying these gaps is the first step toward meaningful improvement.

3. Encouraging Accountability and Self-awareness

When leaders receive honest and constructive feedback from multiple sources, it encourages them to take responsibility for their development. Self-awareness is a vital leadership trait, and 360 assessments propel leaders to reflect on their behavior and its effects on their teams.

4. Supporting Tailored Leadership Development Plans

360 feedback results can be used to craft personalized development plans. By understanding specific strengths and weaknesses, leaders can focus on targeted skills such as building trust, enhancing strategic thinking, or improving team motivation.

How Does a 360 Leadership Development Assessment Work?

Understanding the process behind a 360 leadership development assessment helps demystify its benefits and challenges. Here's an overview of a typical workflow:

Step 1: Selecting Participants

The leader being assessed identifies or is assigned a group of raters. These usually include direct managers, peers, direct reports, and sometimes external contacts. The selection process aims to capture a well-rounded sample of viewpoints relevant to the leader's role.

Step 2: Choosing or Designing the Assessment Tool

Organizations may use standardized 360 feedback tools or create customized surveys tailored to their leadership competencies. Common dimensions assessed include communication, team building, adaptability, decision-making, and emotional intelligence.

Step 3: Collecting Feedback

Raters complete confidential surveys rating the leader on various competencies and providing qualitative comments. Anonymity is crucial to encourage honesty and reduce bias.

Step 4: Analyzing and Reporting Results

The collected data is aggregated into a report highlighting strengths, areas for improvement, and sometimes benchmark comparisons. Visual elements like graphs and charts help leaders easily interpret the feedback.

Step 5: Coaching and Development

Leaders review the feedback with a coach, mentor, or HR professional to develop actionable plans. This may include goal setting, training, workshops, or ongoing coaching sessions.

Key Competencies Assessed in 360 Leadership Development

Different organizations prioritize various leadership qualities, but some competencies commonly assessed through 360 feedback include:

- **Communication Skills:** How effectively the leader shares information and listens to others.
- **Emotional Intelligence:** Ability to manage emotions and demonstrate empathy.
- **Decision-Making:** Capacity for sound judgment, problem-solving, and taking initiative.
- **Team Leadership:** Inspiring and developing team members, fostering collaboration.
- **Adaptability:** Flexibility in the face of change and openness to new ideas.
- **Conflict Management:** Handling disagreements constructively and maintaining harmony.

Focusing on these competencies during a 360 leadership development assessment gives leaders clear guidance on behaviors that drive success.

Benefits Beyond Individual Leaders

While the primary aim of a 360 leadership development assessment is to foster individual growth, its impact often extends to the broader organization:

Enhancing Organizational Culture

By promoting open feedback and self-improvement, organizations create a culture of transparency and continuous learning. This can increase employee engagement and reduce turnover.

Improving Team Dynamics

When leaders become more self-aware and effective, teams experience better communication, increased trust, and stronger collaboration.

Supporting Succession Planning

360 feedback helps identify high-potential leaders and areas where leadership bench strength needs development, aiding strategic workforce planning.

Tips for Maximizing the Effectiveness of 360 Leadership Development Assessments

To truly benefit from a 360 leadership development assessment, consider the following practical tips:

1. **Ensure Confidentiality:** Raters must feel safe to provide honest feedback without fear of repercussions.
2. **Communicate Purpose Clearly:** Leaders and raters should understand that the assessment is for growth, not punishment.
3. **Use Skilled Facilitators:** Coaches or HR professionals can help interpret feedback constructively.
4. **Follow Up Consistently:** Feedback should lead to concrete development actions and periodic reassessment.
5. **Customize the Process:** Tailor the assessment to reflect the organization's leadership values and strategic goals.

These strategies help foster a positive feedback experience and maximize developmental outcomes.

Common Challenges and How to Overcome Them

Although 360 leadership assessments are powerful tools, they're not without challenges:

Feedback Overload

Receiving extensive feedback can be overwhelming. Leaders should focus on key themes rather than trying to address every single comment.

Bias and Inaccuracy

Sometimes feedback may be influenced by personal biases or limited perspectives. Using multiple raters and anonymous responses helps mitigate this risk.

Resistance to Feedback

Some leaders may feel defensive or skeptical about feedback. Creating a supportive environment and emphasizing the developmental intent can ease resistance.

Integration with Other Development Efforts

360 results should be integrated with other leadership initiatives rather than treated as standalone exercises. This alignment ensures sustained growth.

Future Trends in 360 Leadership Development Assessment

As technology advances and workplace dynamics evolve, the field of leadership assessment also adapts:

- **Digital Platforms and AI:** Automated feedback collection and analysis tools make 360 assessments more efficient and insightful.
- **Real-Time Feedback:** Some companies are moving toward continuous feedback models rather than periodic assessments.
- **Focus on Emotional and Social Intelligence:** Growing emphasis on soft skills is reflected in evolving assessment frameworks.
- **Integration with Leadership Coaching Apps:** Personalized coaching programs based on 360 results are becoming more accessible.

These innovations promise to make 360 leadership development assessments even more impactful in nurturing effective leaders.

Exploring the depth and breadth of a 360 leadership development assessment reveals why it has become a trusted method for unlocking leadership potential. When applied thoughtfully, it not only illuminates where leaders stand today but also charts a clear path toward becoming the inspiring, agile leaders organizations need for tomorrow.

Frequently Asked Questions

What is a 360 leadership development assessment?

A 360 leadership development assessment is a feedback process where leaders receive confidential, anonymous feedback from their peers, subordinates, supervisors, and sometimes clients to evaluate their leadership skills and behaviors.

Why is 360 feedback important for leadership development?

360 feedback provides a comprehensive view of a leader's strengths and areas for improvement from multiple perspectives, helping leaders develop self-awareness and improve their effectiveness.

How is a 360 leadership development assessment conducted?

It typically involves distributing a structured questionnaire to various raters around the leader, collecting responses, and compiling a report that highlights feedback across different leadership competencies.

What competencies are usually assessed in a 360 leadership development assessment?

Common competencies include communication, decision-making, emotional intelligence, team management, strategic thinking, and adaptability.

Can 360 leadership assessments be customized for different organizations?

Yes, 360 assessments can be tailored to align with an organization's leadership model, culture, and specific development goals.

How often should leaders complete a 360 leadership development assessment?

It is recommended to conduct 360 assessments annually or biannually to track development progress and adjust leadership development plans accordingly.

What are the benefits of using technology in 360 leadership assessments?

Technology streamlines data collection, ensures confidentiality, provides real-time analytics, and generates comprehensive reports to facilitate actionable insights.

How do organizations ensure confidentiality in a 360 leadership development assessment?

Organizations anonymize feedback, limit the number of raters to maintain anonymity, and use secure platforms to protect data privacy.

What challenges might arise during a 360 leadership development assessment?

Challenges include bias in feedback, reluctance to provide honest responses, misinterpretation of results, and lack of follow-up on development actions.

How can leaders effectively use the results of a 360 leadership development assessment?

Leaders should review the feedback with a coach or mentor, identify key development areas, create an action plan, and seek ongoing support to enhance their leadership skills.

Additional Resources

360 Leadership Development Assessment: A Comprehensive Review of Its Impact and Methodologies

360 leadership development assessment has emerged as a pivotal tool for organizations seeking to enhance leadership effectiveness through multi-source feedback. This comprehensive evaluation method gathers insights from an individual's supervisors, peers, subordinates, and sometimes external stakeholders, providing a holistic perspective on leadership competencies. By capturing diverse viewpoints, a 360 leadership development assessment aims to identify strengths, uncover blind spots, and foster continuous growth in leadership capabilities. As the corporate landscape becomes increasingly complex and dynamic, understanding the nuances and practical applications of this assessment is vital for human resource professionals, organizational psychologists, and executives alike.

Understanding the Framework of 360 Leadership Development Assessment

At its core, a 360 leadership development assessment is designed to collect performance feedback from multiple raters who interact with the leader in different contexts. Unlike traditional top-down evaluations, which rely solely on a manager's perspective, the 360-degree approach democratizes the appraisal process by integrating diverse viewpoints. This multi-rater

feedback mechanism typically covers key leadership domains such as communication, decision-making, emotional intelligence, strategic thinking, and team management.

The assessment usually begins with a structured questionnaire or survey, crafted to evaluate specific leadership competencies. Questions are often framed to measure behaviors, attitudes, and outcomes associated with effective leadership. After data collection, results are synthesized into a detailed report highlighting consistent patterns, areas of excellence, and development needs. Importantly, many assessments also include qualitative comments, which add contextual richness to the quantitative scores.

Key Features and Variations

While the fundamental principle of multi-source feedback remains consistent, 360 leadership development assessments vary widely in design, scope, and implementation. Some of the distinguishing features include:

- **Customization:** Certain tools allow organizations to tailor questionnaires to align with their unique leadership models and cultural values.
- **Technology Integration:** Modern platforms utilize AI and advanced analytics to provide real-time insights and trend analysis.
- **Development Focus:** Many assessments emphasize not just evaluation but also actionable development plans, coaching support, and follow-up mechanisms.
- **Confidentiality:** Ensuring anonymity for raters is critical to elicit honest and unbiased feedback.

These variations influence the depth and reliability of the assessment, making it essential for organizations to select a solution that aligns with their strategic leadership goals.

Benefits of Implementing 360 Leadership Development Assessments

The widespread adoption of 360 leadership development assessments stems from their ability to provide a comprehensive understanding of a leader's impact within an organization. Some of the most notable advantages include:

Holistic Insight into Leadership Effectiveness

Traditional evaluations often suffer from bias or limited perspective since they depend on a single evaluator. In contrast, 360 assessments mitigate this risk by incorporating feedback from multiple sources. This panoramic view helps leaders understand how their behaviors are perceived across

hierarchical and functional lines, identifying discrepancies between self-perception and external observation.

Identification of Development Opportunities

The detailed feedback pinpoints specific competencies requiring improvement, allowing leaders to target their development efforts effectively. For instance, a leader may discover that while their strategic vision is strong, their interpersonal communication needs enhancement. This clarity facilitates the creation of personalized development plans that address real gaps rather than perceived weaknesses.

Enhanced Accountability and Engagement

When leaders receive feedback from various stakeholders, it fosters greater accountability for their actions and decisions. Moreover, involving peers and subordinates in the assessment process can increase engagement by signaling that diverse opinions are valued in leadership development.

Support for Succession Planning and Talent Management

Organizations can leverage 360 leadership development assessments as part of broader talent management strategies. By tracking leadership competencies across multiple individuals, companies can identify high-potential leaders and tailor succession plans accordingly.

Challenges and Limitations of 360 Leadership Assessments

Despite their benefits, 360 leadership development assessments are not without drawbacks, and their effectiveness depends largely on execution quality.

Potential for Feedback Bias

Although multi-source feedback aims to reduce bias, certain raters may still provide skewed evaluations due to personal conflicts, favoritism, or misunderstanding of assessment criteria. Anonymous feedback helps but does not entirely eliminate this risk.

Overwhelming Amount of Data

The comprehensive nature of 360 assessments generates extensive data, which can be difficult to interpret without expert guidance. Leaders may feel overwhelmed by contradictory or voluminous feedback, potentially leading to confusion or disengagement.

Time and Resource Intensive

Conducting a thorough 360 assessment involves considerable time for survey distribution, completion, analysis, and follow-up. Organizations must ensure they have the necessary infrastructure and expertise to manage these processes effectively.

Risk of Defensive Reactions

Receiving critical feedback from multiple sources can provoke defensive responses or resistance to change. Without a supportive culture and coaching, the potential developmental benefits may be lost.

Best Practices for Maximizing the Impact of 360 Leadership Development Assessments

To harness the full potential of 360 assessments, organizations should adopt a strategic approach that integrates the assessment into broader leadership development initiatives.

Ensure Clear Objectives and Communication

Setting transparent goals about the purpose of the assessment and how the feedback will be used helps manage expectations and fosters trust among participants.

Provide Training and Support

Leaders should receive training on how to interpret feedback constructively. Additionally, access to coaching or mentoring can facilitate transformative growth based on assessment results.

Maintain Confidentiality and Anonymity

Protecting the identity of raters encourages honest and candid feedback, which is crucial for accuracy and developmental value.

Follow Through with Action Plans

Feedback alone is insufficient without actionable steps. Organizations should ensure that leaders develop and commit to improvement plans, with periodic check-ins to monitor progress.

Integrate with Organizational Culture

Embedding 360 assessments within a culture that values continuous learning and open communication enhances acceptance and drives meaningful change.

Comparative Perspective: 360 Leadership Development vs. Traditional Evaluations

Traditional performance appraisals usually rely on a top-down approach, where a manager assesses a subordinate's performance. While such evaluations are simpler and faster, they often lack the depth and multi-dimensional insight provided by 360 leadership development assessments.

- **Scope of Feedback:** Traditional appraisals offer limited viewpoints, whereas 360 assessments aggregate perspectives from various stakeholders.
- **Bias Mitigation:** Multi-source feedback reduces idiosyncratic biases inherent in single-rater evaluations.
- **Development Orientation:** 360 assessments emphasize growth and learning, contrasting with traditional methods that may focus more on past performance and rating scales.
- **Complexity and Cost:** Traditional appraisals are less resource-intensive, making them suitable for smaller organizations or less frequent evaluations.

Organizations often find a hybrid approach effective, combining the rigor of 360 feedback with the simplicity of conventional appraisals to balance thoroughness and feasibility.

Technological Advancements Shaping 360 Leadership Development Assessments

The digital transformation has significantly influenced how 360 leadership development assessments are conducted and leveraged. Advanced software platforms now offer intuitive interfaces, automated survey administration, and sophisticated reporting tools.

AI-Driven Analytics

Artificial intelligence enhances the analysis of qualitative feedback by identifying themes, sentiment, and patterns that might be overlooked by human analysts. This capability accelerates the delivery of insights and supports data-driven decision-making.

Mobile Accessibility

Mobile-friendly platforms increase participation rates by enabling raters to complete assessments conveniently via smartphones or tablets.

Integration with Learning Management Systems (LMS)

Seamless integration with LMS allows the automatic linking of assessment outcomes with personalized learning pathways, fostering continuous leadership development.

Real-Time Feedback

Emerging tools provide ongoing feedback loops instead of isolated annual reviews, promoting agility in leadership growth and responsiveness to changing organizational needs.

The incorporation of these technologies not only improves efficiency but also enhances the overall user experience and impact of 360 leadership development assessments.

In the evolving landscape of organizational leadership, the 360 leadership development assessment remains a crucial instrument. By offering a multi-faceted view of leadership effectiveness, it empowers individuals and organizations to navigate complexities, foster growth, and build resilient leadership pipelines. However, the true value of this tool lies in thoughtful implementation, cultural alignment, and a commitment to continuous development beyond the assessment itself.

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360 leadership development assessment: Handbook of Strategic 360 Feedback Allan H. Church, David W. Bracken, John W. Fleenor, Dale S. Rose, 2019-04-10 This volume is the definitive work on strategic 360 feedback, an approach to performance management that is characterized by: (1) having content derived from the organization's strategy and values; (2) creating data that is sufficiently reliable and valid to be used for decision making; (3) integration with talent management and development systems; and (4) being inclusive of all candidates for assessment. Featuring 30 chapters from leading practitioners in the field, the volume is organized into four major sections: 360 for Decision Making; 360 for Development, Methodology, and Measurement; Organizational Applications; and Critical and Emerging Topics. It presents viewpoints from researchers, scientists, practitioners, and consultants on best practices in the design, implementation, and evaluation of

many forms of multirater processes and technologies currently used to support talent management systems.

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360 leadership development assessment: *The Handbook of Leadership Development Evaluation* Kelly Hannum, Jennifer W. Martineau, Claire Reinelt, 2006-11-28 With the increase in the number of organizational leadership development programs, there is a pressing need for evaluation

to answer important questions, improve practice, and inform decisions. The Handbook is a comprehensive resource filled with examples, tools, and the most innovative models and approaches designed to evaluate leadership development in a variety of settings. It will help you answer the most common questions about leadership development efforts, including: What difference does leadership development make? What development and support strategies work best to enhance leadership? Is the time and money spent on leadership development worthwhile? What outcomes can be expected from leadership development? How can leadership development efforts be sustained?

360 leadership development assessment: Management and Leadership Development

Christopher Mabey, Tim Finch Lees, 2007-12-12 'This is the first really thought-provoking book that I have read on management development. It is a book primarily addressed to students, but in this field, we are all students. It merits a wide readership both among practising managers as well as among those responsible for developing them' - Max Boisot, ESADE 'Mabey and Finch-Lees inject a breath of fresh air into the management development field by expanding upon its heretofore functionalist base. They offer an informative critique of mainstream views, featuring alternative discourses to examine such hard questions as why management development hasn't quite delivered on management's considerable investment in it. As a veritable tour de force in its absorbing integration and review of a large tract of literature, the book informs both management scholars and practitioners what might be expected from management development's intended but also unanticipated outcomes' - Joe Raelin, Northeastern University 'In a well-written, accessible and yet sophisticated text, Mabey and Finch-Lees show themselves to be as familiar with the latest in management development practice as they are with the sometimes arcane theoretical literature that surrounds it. Its great strength is to recognize the plurality of discourses - some overlapping and complementary, others distinct and oppositional - about the subject. This book can be recommended as a unique resource for students and scholars of management development' - Chris Grey, University of Warwick This book represents a significant step forward in the theory of management and leadership development. It offers an international perspective in this era of globalisation and a new and questioning perspective on the common belief that leadership is something completely different to, and more important than, management. This book will be of great help to the serious theorist and researcher of management and leadership development. It is an invaluable point of reference for a broad range of theory and research in this area, which it summarises with admirable brevity and clarity' - John G Burgoyne, Lancaster University Management School and Henley Management College Management development is a potent and high-profile human resource activity, involving some of the organizations' key players and attracting huge hopes and investments from governments, organizations and individuals alike. Yet at several levels, the high expectations often remain unfulfilled. So why is this a subject and activity that continues to command such intense interest from scholars and practitioners alike? Chris Mabey and Tim Finch-Lees provide a fresh analysis of the concept and practice of management and leadership development (MLD). Grounded in research, the authors set out the current state of management and leadership development practices, before introducing readers to competing theories of MLD and offering them a more critical perspective. Throughout the book, ideas are illustrated by international case studies and vignettes that evoke the perceptions and interests of the whole range of stakeholders in the management development process. Management Development has been written for upper level undergraduate and masters level students pursuing courses in HRM, HRD, Leadership Development, Organizational Behaviour, Management, Organization Change, Personnel Management, and training and development modules.

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Leadership Handbook of Leadership Development brings together the wealth of practical knowledge that CCL has gained from this experience. It explores the essence of leadership development, reveals how individuals can effectively enhance their leadership skills, and demonstrates what organizations can do to help build leaders and leadership capacity. The book also includes a companion CD-ROM that contains a library of classic CCL publications for practicing leaders.

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360 leadership development assessment: The Center for Creative Leadership Handbook of Leadership Development Ellen Van Velsor, Cynthia D. McCauley, Marian N. Ruderman, 2010-01-29 In one comprehensive volume, The Center for Creative Leadership provides the accumulated expertise of its faculty cultivated over the past thirty years. This revised edition includes new chapters on leadership in teams, global leadership, and leading through transitions, as well as a new ancillary website that contains chapters that were removed from 2nd and 3rd edition as well as practical tools and resources. Written for HR consultants and leadership development professionals within and all types of organizations.

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360 leadership development assessment: Leadership Training Lou Russell, 2015-01-30
Like a great leader, a great leadership training aligns the right people to the right task at the right time. Whether you are developing a first-rate leadership development program from scratch or adding to an existing workshop, let leadership expert and master trainer Lou Russell be your guide. The second book in the ATD Workshop Series, Leadership Training presents a step-by-step blueprint to developing and delivering dynamic, powerful leadership training. Complete with effective training methodologies, this book helps you accelerate learning and leverage technology for maximum efficiency. You'll also find tools to assess leadership strengths and weaknesses. Half-day, full-day, and two-day workshop programs found in this volume make planning easy and can be tailored for the unique needs of your organization. Supplemental resources are available online and include downloadable and customizable presentation slides, handouts, assessments, and tools. About the series The ATD Workshop Series is written for trainers by trainers, because no one knows workshops as well as the practitioners who have experienced it all. Each publication weaves in today's technology and accessibility considerations and provides a wealth of new content that can be used to create a training experience like no other.

360 leadership development assessment: *Self-management and Leadership Development* Mitchell Grant Rothstein, Ronald J. Burke, 2010-01-01 This book is based on a really important, timely and relevant idea to bring together sources on the self-management of leadership development. The book is important because almost all leadership development relies to a great degree on the leader's capability to manage his or her personal development. It is timely because there is currently no single volume that covers the topic; and it is relevant because leadership is such an extremely important issue for the success of our organizations, countries and society in general. The editors have done a thoroughly professional job in identifying top quality authors and combining their contributions into a very worthwhile volume. Ivan Robertson, University of Leeds, UK Self-Management and Leadership Development offers a unique perspective on how leaders and aspiring leaders can and should take personal responsibility for their own development. This distinguished book is differentiated from other books on this topic with its view on the instrumental role played by individuals in managing their own development, rather than depending on others, such as their organization, to guide them. Expert scholars in the area of leadership emphasize the importance of self-awareness as the critical starting point in the process. Explicit recommendations are provided on how individuals can manage their own self-assessment as a starting point to their development. The contributors present insights and practical recommendations on how individuals can actively self-manage through a number of typical leadership challenges. Business school faculty teaching electives in leadership, and managers who engage in leadership development for themselves or others, should not be without this important resource. Consulting firms and training institutions offering leadership development programs and participants in MBA and executive development programs will also find it invaluable.

360 leadership development assessment: Management Innovations for Healthcare Organizations Anders Örténblad, Carina Abrahamson Löfström, Rod Sheaff, 2015-11-19 Innovations in management are becoming more numerous and diverse, and are appearing in organizations providing many different kinds of products and services. The purpose of this book is to examine whether some widely-promoted examples of these management innovations – ranging from techniques such as Kaizen to styles of leadership and the management of learning – can usefully be applied to organizations which provide healthcare, and applied in different kinds of health systems.

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360 leadership development assessment: The Active Manager's Tool Kit Mel Silberman, 2003-02-22 Dozens of customizable performance improvement tools Mel Silberman's bestselling books on Active Training have sold more than 68,000 copies. In The Active Manager's Tool Kit, Silberman takes his trademarked approach to Active Training and applies it to Active Managing. Instead of telling employees what to do and sitting back to wait for results, active managers conduct team building, motivate, coach, and guide their direct reports to be self-directing, accountable, and team oriented. The Active Manager's Tool Kit is full of work sheets and reproducible tools that can be downloaded from the Web and customized or photocopied. These include reproducible job aids for employees, performance improvement activities that managers can use to train their own teams, and questionnaires that help both manager and employees assess how well they are doing. The tools in this book enable the active manager to coach and lead effectively.

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