



## Objective: To evaluate and prioritize the training needs for managers of the organization.

The objective of this survey is to collect data regarding a manager's effectiveness, as perceived by members of his/her professional network. Understanding how others perceive an employee's strengths and weaknesses creates an awareness that ultimately enables a framework for increasing effectiveness.

## About the Model

It is common knowledge that in addition to being a regular employee, managers must also serve as leaders, role models, mentors, human resources, and industry experts. Many organizations do not provide their management with the supplementary training that they need in order to fulfill these other responsibilities.

The ExecuSurv Management Skills Assessment aims to measure an individual's management abilities based on a broad set of competencies that affect their performance as leaders of the organization. Included in the model are: Knowledge of the Organization and Industry, Business Acumen, Technical and Functional Skills/Knowledge, Conceptual Skills, Planning Process Skills, Leadership, Personal Maturity, Communication Skills, and Interpersonal Skills.

The assessment will reveal the individual's management strengths and weaknesses, and he/she will be in a position to pursue developmental training to address areas that need attention. Moreover, the data can be aggregated to provide an overview of the organization's managerial strengths and weaknesses.

## About the Author

The Management Skills Assessment is a result of the collaborative efforts of ExecuQuest and Quest Consulting Group.

ExecuQuest is a 30 year old management consulting firm – and the parent company to ExecuSurv. The principals of ExecuQuest are recognized as some of the leading minds in the field of Organizational Development. ExecuQuest has helped numerous companies improve the performance of their employees and develop their leaders, including TJX Companies, ING Financial Network, E & J Gallo Winery, Reed Elsevier, Christie's, and many more.

For over two decades, Quest Consulting Group has been working with companies to help develop their leaders, optimize Human Resources Plans, and implement organizational change. Quest Consulting Group has worked with many high profile organizations - such as Costco Wholesale, Baxter Healthcare, Tower Records, La-Z-Boy, Mission Linen, and Pebble Beach Company – and is also a major contributor to Southern California's HR and OD organizations.

Combining their experience and expertise, the two firms had a unique perspective on management effectiveness, which evolved into the ExecuSurv Management Skills Assessment.

## Areas Measured

Knowledge of the Organization and Industry

Business Acumen

Technical and Functional Skills/  
Knowledge

Conceptual Skills

Planning Process Skills

Leadership

Personal Maturity

Communication Skills

Interpersonal Skills

## Sample Items

Business Acumen

- Understands the use of key metrics for measuring the organization's success.
- Recognizes new business opportunities.

Conceptual Skills

- Thinks "out-of-the-box."
- Effectively identifies trends and patterns.

Planning Process Skills

- Has good budgeting and forecasting skills.
- Provides structure for the projects and tasks at hand.

Personal Maturity

- Overcomes failures in order to achieve results.
- Uses constructive criticism as a vehicle for growth.

## Language Options

English

*Instrument can be translated into other languages.*



## The Value of 360 Feedback

360 feedback enables individuals to capture information related to how they are perceived by others in their professional network. Generally, the network is comprised of a supervisor, peers, direct reports, and customers. The individual also completes a self-evaluation. Once the feedback is completed, the individual can compare the perceptions of different constituencies (including their own self-perception) and, ultimately, reflect on consistencies or inconsistencies between them.

Who can benefit from a 360 feedback:

- ➔ **Leaders** of the organization can use this knowledge to strengthen their own skills, thereby affecting the performance of their teams.
- ➔ **Individual employees** can use this knowledge to increase their contribution, play a larger roll in the organization, and plan their careers more powerfully.
- ➔ **The organization** gains knowledge of its employees' strengths & weaknesses and can use the information for recruitment, promotion and succession processes. They will also be able to create developmental strategies to target overall organizational deficiencies.

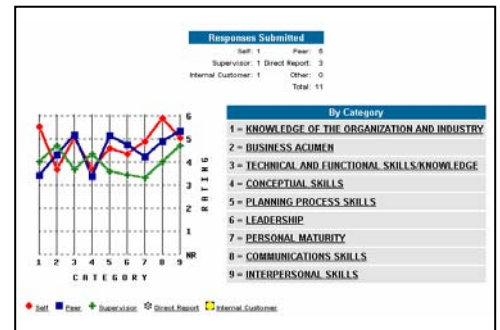
A common question about 360 feedback is, "What is the difference between a 360 and a performance review?" Certainly people have used 360s *in lieu* of performance reviews, but ExecuSurv suggests that they have two separate values. While performance reviews are usually conducted by the supervisor and often tied to compensation or promotion and are typically achievement oriented, 360s are used in more of a developmental capacity. The feedback from a 360 falls into four different categories:

1. **Confirmed Strength:** An area that is recognized as a strength by the individual and the 360 network.
2. **Unrecognized Strength:** An area that other people designate as a strength, but that you had not previously considered to be so.
3. **Stumbling Block:** An area recognized by you and by your 360 network as needing improvement.
4. **Blind Spot:** An area that others describe as weak or problematic, of which you were previously unaware.

By understanding and accepting the 360° feedback, individuals can take a strong approach to personal and professional development.

## About ExecuSurv

Founded in 1996, ExecuSurv traces its roots back to an established Organizational Development consulting firm. The principals of the firm recognized that the Internet could be leveraged as a channel of communication, greatly increasing the efficiency and effectiveness of data gathering. ExecuSurv began development of its survey platform in 1997, deployed its first survey in 1999, and is positioned today as one of the only companies of its kind that can deliver proven web-based survey applications in combination with the experience and expertise to help organizations manage the overall survey deployment process.



## The Technology

The technology that underlies our survey applications is web-native and 100% proprietary. It was designed with the singular intention of gathering data online. The system has a built-in set of user-friendly data analysis tools, which include: scores by category (*shown above*), scores by question or item, score distribution by question, responses to open-ended questions.

The system resides on ExecuSurv's secure server, hosted in one of Southern California's most prominent co-location facilities. The data is stored on an SQL server. Our team fully administers the deployment of each survey, so no administrative or IT resources are required of the client.

## Optional Modules

- **Company norm.** Compares individual to the overall population.
- **Aggregate analysis.** Combines and displays all scores for defined groups.
- **Interpretations.** Displays written recommendations based on scores.
- **Email management system.** Manages the entire 360 communication process via email.

## Additional Services

- ✓ Custom Deployments
- ✓ 360 Feedback Facilitation
- ✓ Paper Survey Processing