

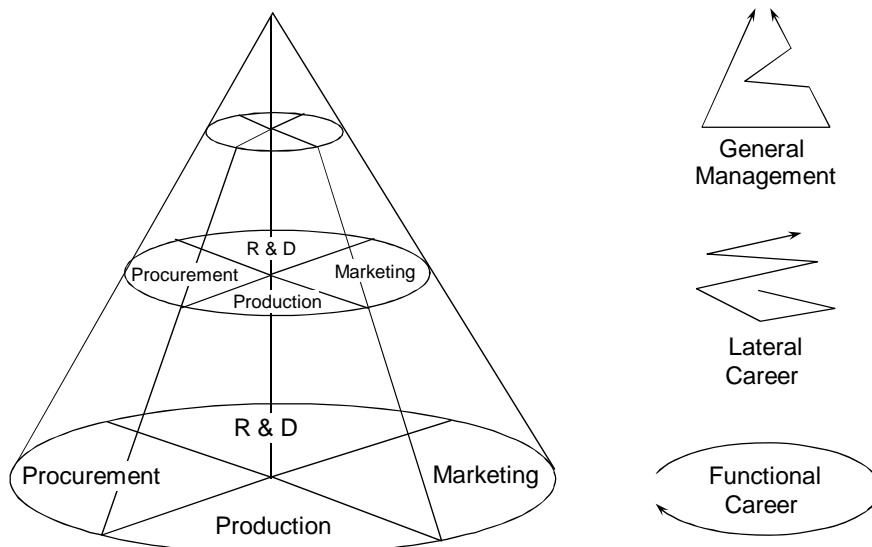
# 360°-Feedback

## Giessen Executive MBA

– Leadership Module –

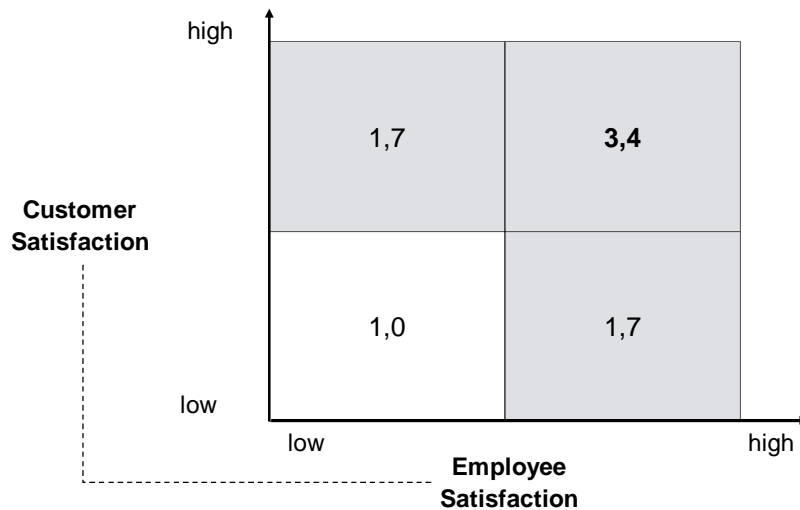
by  
Prof. Dr. Waldemar Pelz

### Competencies Must Match Career Paths (Anchors)\*



\* From: W. Pelz, *Kompetent führen*, Wiesbaden 2004, pp. 55 ff.

## Effective Leadership Increases Growth and Profitability More Than Threefold (3.4)\*



\*Study by Fleming et. al. (Harvard)

Nr. 3

## The Effective Leader (Harvard Evergreen Study & Hidden Champions)

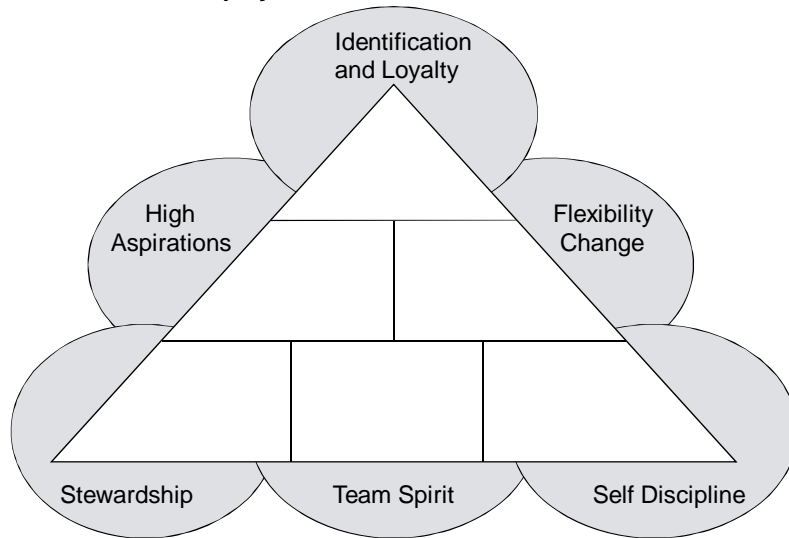
- Charismatic
- Visionary
- Passionate
- Risk-loving
- Powerfully articulate their vision
- Unconventional
- Willing to incur great personal risks
- Personally powerful
- Highly motivated to lead
- Energetic
- Creative
- Strong character
- Intelligent
- Extrovert
- Team-oriented
- Empathetic
- Dominant
- Assertive
- Good listener
- Modest
- Patient
- Self-reliant
- Gentle
- Humble
- Rather shy
- Unobtrusive
- Thoughtful
- Soft-spoken

**Key insight: not traits or motives make a leader effective, but behavior (competencies)**

Nr. 4

## Leadership Research: State of the Art

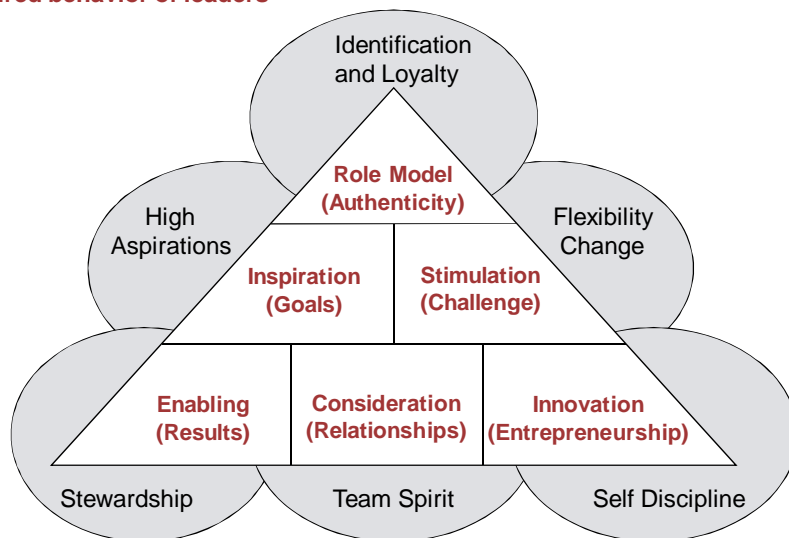
### Expected behavior of employees



Nr. 5

## Leadership Research: State of the Art

### Required behavior of leaders

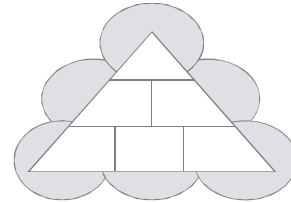


Nr. 6

## The 360°-Feedback Questionnaire

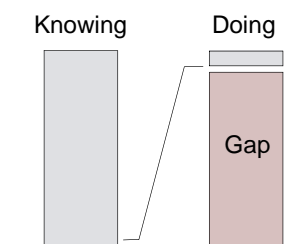
### Part 1: Effective Leadership Behaviors

- ▶ Being a role model (Identification)
- ▶ Goals and objectives (Inspiration)
- ▶ Support and Learning (Stimulation)
- ▶ Relationship and Fairness (Consideration)
- ▶ Orientation by Results (Enabling)
- ▶ Entrepreneurship (Innovation)



### Part 2: Closing die Knowing-Doing Gap (Volition)

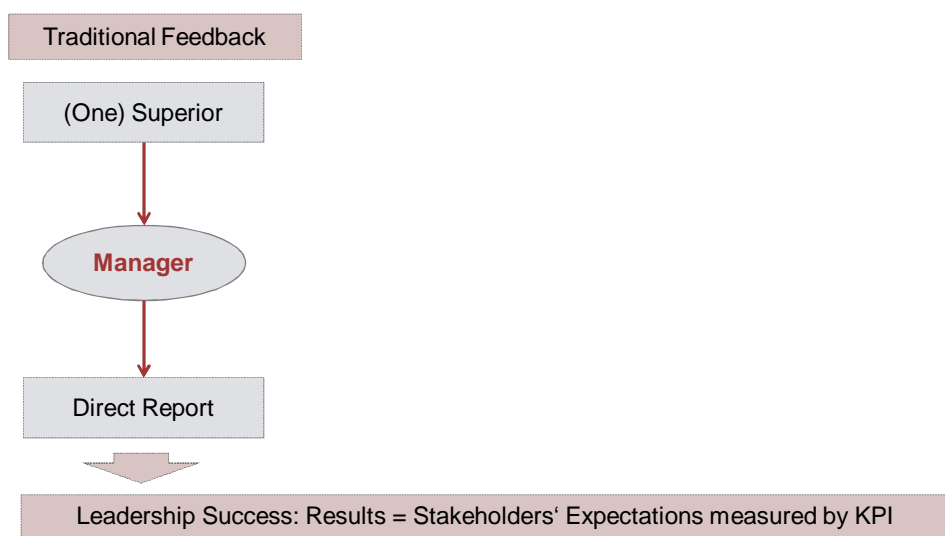
- ▶ Attention and Focus (ASF)
- ▶ Managing Emotions and Moods (ESM)
- ▶ Self-confidence and Assertiveness (SVD)
- ▶ Anticipatory Planning and Problem-solving (VPP)
- ▶ Objective-related Self-discipline (ZBS)



Nr. 7

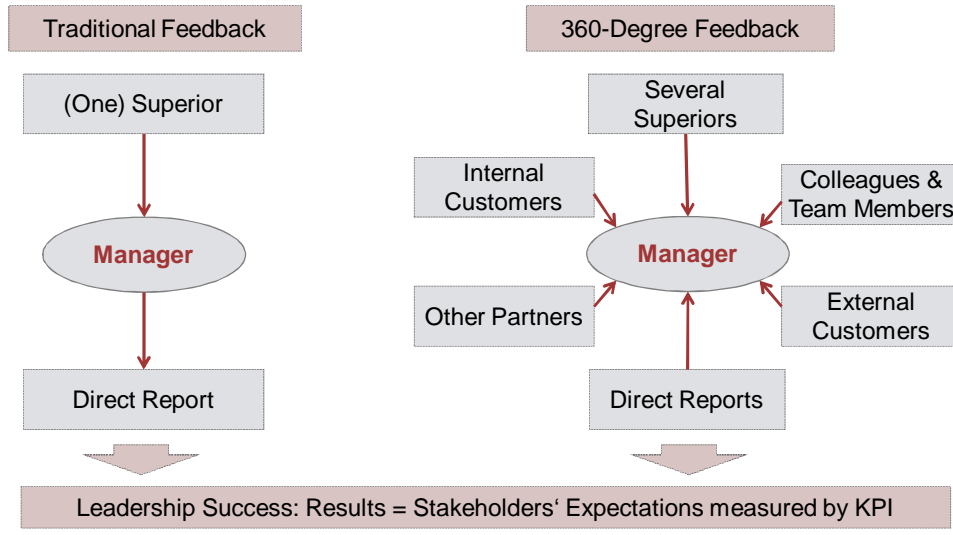
## 360°- Feedback (Key Idea)

Principle: Learning is not possible without honest feedback

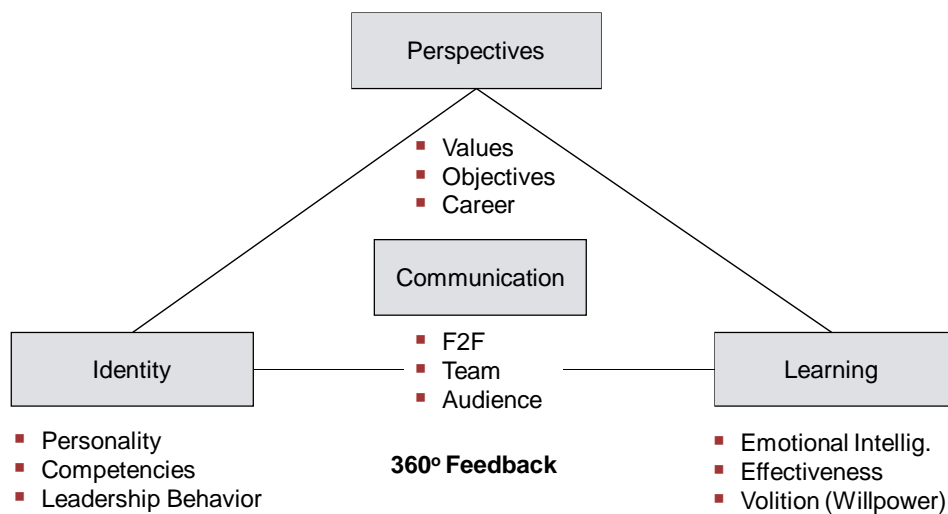


### 360°- Feedback (Key Idea)

Principle: Learning is not possible without honest feedback



### Personal Development Plan (It is not possible to learn without feedback)



## 360-Degree Process (Instructions)

- Download the file „**360 Degree Participants.xlsx**“ from the site:  
[www.thm.de/professor/pelz](http://www.thm.de/professor/pelz) (internal area, password to be given out)
- Fill-in your and your feedback partners' names and emails, and send it to:  
**360@wpelz.de** until the **21<sup>st</sup> of October**
- You and your partners get access to the **online questionnaire**, to be filled in until the **15<sup>th</sup> of November**
- Inform your feedback partners (superiors, colleagues, direct reports) in advance:
  - Anonymity – **except superiors** if there are less than three of them
  - **Time frame** (deadline of 15<sup>th</sup> of November)
  - **Time** needed to answer all questions: 15 to 20 minutes
  - Explain what happens with **results**
  - **Remind** your partners of filling-in the online questionnaire 2 weeks later
- For **background** information see: [www.360-grad-feedback.net](http://www.360-grad-feedback.net)