

## IMPACT

- Increases the return on investment in leadership
- Drives good leadership in accordance with your organisation's leadership competence framework
- Accelerates the development of executives and leaders in talent pools

## OVERVIEW

The Multi-source Development Survey, 360 is an online feedback system that brings together views from a leader's direct manager, peers, direct reports and other relevant people. The individual that undertakes a survey is provided with a personal report that can easily be translated into actions. The Multi-source Development Survey comes in a generic version. Sirrah also offers support in translating your leadership competence model into impactful questions and observable key behaviours.

The system is built on a technology that makes it easy to customise to your organisation's leadership competence framework. The system has a very high degree of self-service involving a minimum of administration. It can be applied cost-effectively throughout your organisation and you can combine the e-solution with a paper solution should all relevant respondents not have access to the Internet.



### INCREASES THE RETURN ON INVESTMENT IN LEADERSHIP TRAINING AND COACHING

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Some of the key ingredients for learning to take place in connection with leadership programmes are that

- the participants recognises a learning need,
- the leadership programme is engaging
- whatever is taught at the programme is something that the participants can return to their job and apply instantly. The Multi-source Development Survey plays a significant role in this equation and accordingly is an integrated part of our Leadership Transition Programmes<sup>®</sup>.

Participants are to conduct a survey prior to the programme as well as six months after the programme. By having participants conducting a Multi-source Development Survey prior to attending a leadership programme they will bring valuable input from people around them and they are likely acknowledge where there is room for improvement.

By conducting a survey six months after the programme you motivate the participants to use what was taught on the programme in order to improve their leadership performance. A side effect is that using the right questions in the survey you will be able to measure the behavioural impact of the leadership programme.

### DRIVES GOOD LEADERSHIP IN ACCORDANCE WITH YOUR ORGANISATION'S LEADERSHIP COMPETENCE FRAMEWORK

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Beyond being a targeted development tool the Multi-source Development Survey can be used as an alternative or as a supplement to the dual performance appraisal. The survey can be introduced as an organisation wide vehicle in anchoring the leadership competence framework and drive good leadership.

Leaders in general have good intentions about being good leaders. Our focus is on tapping into good intentions, turning them into actions so that leaders can be held accountable for their leadership role. The Multi-source Development Survey can be used as the annual landmark for leaders where they get structured feed-back from their co-workers on their performance as leaders.

### ACCELERATES THE DEVELOPMENT OF EXECUTIVES AND LEADERS IN TALENT POOLS

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Working with development of high potentials and executives can be somewhat challenging. We have found that you need very strong evidence to convince successful people that they could benefit from adjusting their behaviour. Especially if you ask them to work on something that is not easy to change. “I am where I am because I am who I am. What should motivate me to change?”

The Multi-source Development Survey has proven to be a powerful tool for executives. Co-workers can be excellent observers and provide valid feedback given that the survey is constructed around a meaningful competence framework and that the questions are at an observable, behavioural level that is easy for peers to recognise. One of Sirrah’s key competencies is supporting organisations in translating their leadership competence model into observable key indicators.

