

# The 12 Components of the Best 360-Degree Assessments

---

by Jack Zenger and Joe Folkman















organizations valuable insights into their talent landscape. The data to know how well a leadership pool is managing change, valuing diversity, or any number of other behaviors relevant to the organization, are available at the touch of a button. In addition, our 360-degree assessments have been statistically correlated to identifying high potentials and measuring team effectiveness. At Zenger Folkman, we work

with our clients to leverage the 360-degree data collected inside their organization to better understand their talent pools.

### **Conclusion**

Leaders want and need the kind of feedback that can only be received through confidential 360-degree assessments. When administered properly, they will accept it and use it to help become more successful.

There are many instruments available with some apparent similarities, but there are significant differences.

We encourage organizations to seriously consider these 12 elements when selecting 360-degree instruments for their development programs.

## **The 12 Components of the Best 360-Degree Assessments**

- 1.** Selects differentiating competencies empirically
- 2.** Makes each question count
- 3.** Avoids “false-positives”
- 4.** Is easily understood by an intelligent layman
- 5.** Measures the leader’s impact on employee engagement
- 6.** Identifies the most important competencies for each leader
- 7.** Focuses written comments on correcting significant flaws, not minor improvements
- 8.** Compares scores to a high, meaningful standard
- 9.** Leads to a personally relevant, strengths-based development plan for the leader
- 10.** Ensures data security
- 11.** Builds participant confidence regarding the use of personal data
- 12.** Leverages data collected to gain important organizational insights



## About Zenger Folkman

Zenger Folkman relentlessly seeks to rise above the inconsistent, and sometimes misleading, nature of popular leadership philosophies and beliefs brought on by opinion. The discipline of leadership and those who pursue it deserve better. Our most valuable asset is the expertise of combining hard data and statistical analysis with logical explanations and actionable application that helps individual leaders thrive and organizations succeed.

## About The CLEMMER Group

Stronger People. Stronger Organizations.

For over 20 years The CLEMMER Group has been making people better for organizations and organizations better for people by using well-researched and proven approaches forged through deep experience with hundreds of organizations and thousands of leaders. Highly customized services include assessments, training design and delivery (or training internal trainers), culture/skill development for higher health and safety, defining/revitalizing vision and values, executive coaching, service/quality improvement, employee engagement, career and succession planning, strategy development and execution. The CLEMMER Group also provides customized leadership keynotes, workshops, and retreats drawn from Jim Clemmer's seven international bestselling books and The CLEMMER Group's proven implementation frameworks. Topics include Leading Change, Leadership Inspiration, Balancing Management Systems and People Leadership, Service/Quality Improvement, Strategic Planning, Team Building, Employee Engagement, Building a Culture of Safety, Coaching Skills, Lean/Six Sigma Leadership, and Strengths-Based Leadership.

---

CONTACT US    phone 519.748.1044    email [service@clemmergroup.com](mailto:service@clemmergroup.com)    internet [www.clemmergroup.com](http://www.clemmergroup.com)



The **CLEMMER** Group

a strategic partner of



ZENGER | FOLKMAN