

# Leadership Module

## Introduction to the 360-Degree Feedback

by  
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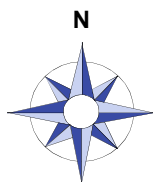
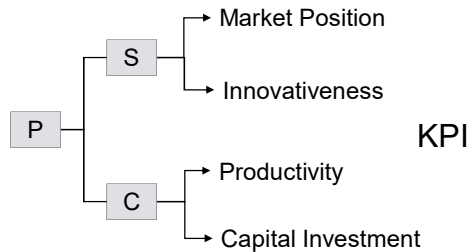
[www.management-innovation.com/mba](http://www.management-innovation.com/mba)

## The Essence of Management: Results

Time →



■ Cash flow      ■ Profit



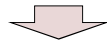
**Leadership**

## Focus of the Leadership Module

"However **hard** it is to devise a **smart strategy**,  
it's ten times **harder** to get people to **execute**  
on that strategy. And a **poorly executed** strategy,  
no matter how clever, is **worthless.**"



(P. Bregman)

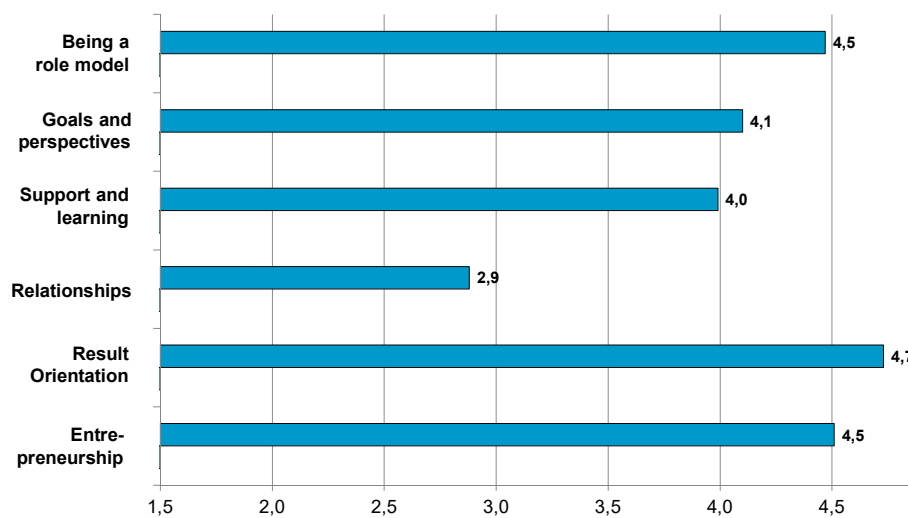


**Leadership Skills**

Nr. 3

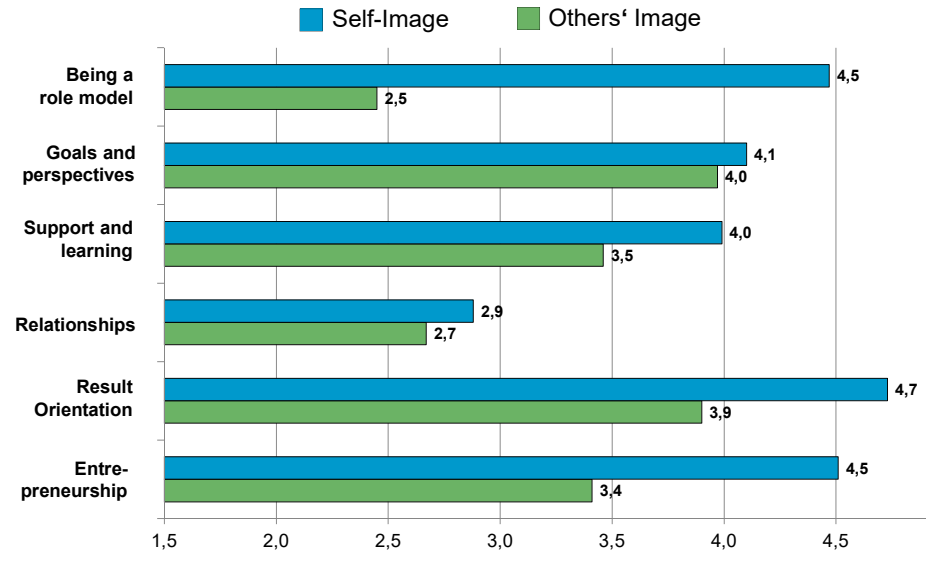
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## Example: Leadership Skills of X



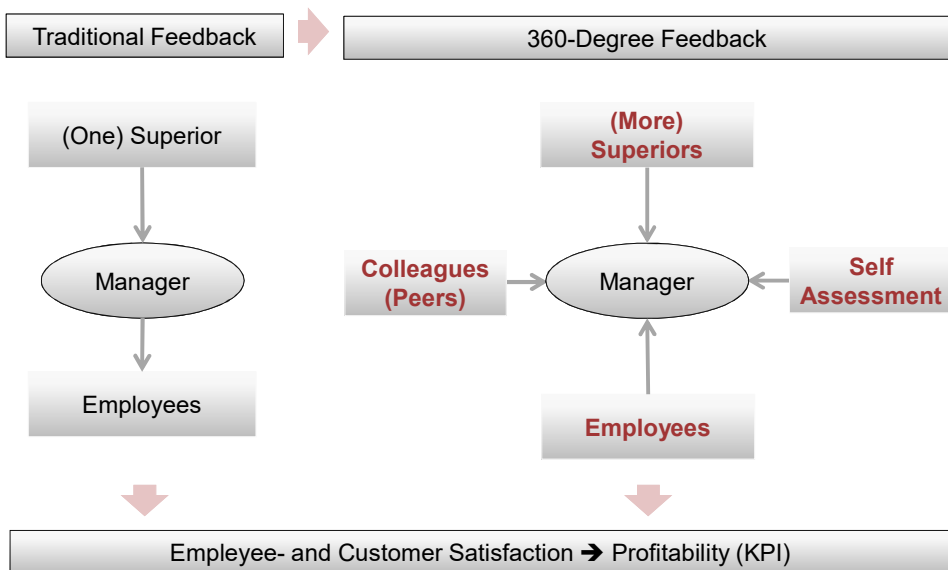
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### Example: Leadership Skills (Feedback)



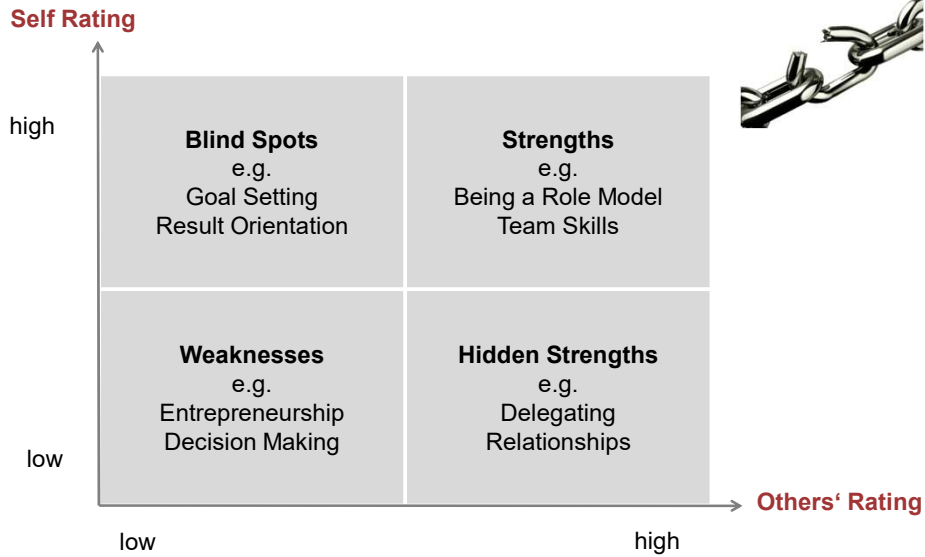
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### Traditional Feedback Versus 360°- Feedback



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## „What are Your Strengths and Weaknesses“



## Short-Term Personal Development Plan

My major <b>strengths</b>		
Behaviors	What will I do to strengthen these strengths?	Date
1. <i>Being open to criticism ...</i> 2. <i>Communicating values ...</i> 3. <i>Gaining respect by ...</i> 4. <i>Aligning words and deeds...</i> 5.	What can I change immediately with little effort?	
My major <b>weaknesses</b>		
Behaviors	What will I do to overcome these weaknesses?	Date
1. <i>Minimize political behavior...</i> 2. <i>Improve work atmosphere...</i> 3. <i>Setting priorities...</i> 4. <i>Showing courage...</i> 5.		

## Long-Term PDP: Business- and other Life Areas

Competencies	Which competencies are needed to achieve my long-term goals?	
	Business and Career	Other Life Areas
1. Analytical Thinking		
2. Conflict Management		
3. Empathy		
4. Entrepreneurship		
5. Creating Trust		
Other Competencies		

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## 360-Degree Instructions (for details see handout)

- Download the file „360-Participants.xlsx“ from the site:  
[www.management-innovation.com/mba](http://www.management-innovation.com/mba)
- Fill-in your own and your feedback partners‘ (raters) names and e-mails, and send it to: [mba@inmi.de](mailto:mba@inmi.de) (for deadlines see handout)
- You and your partners (raters) get access to the **online questionnaire**, to be filled in until ... (see handout)
- Inform your feedback partners (superiors, colleagues, direct reports) upfront:
  - Anonymity – **except superiors** if there are less than three of them
  - **Deadline ...**
  - **Time** needed: 10 to 15 minutes
  - What happens with **results**
- **All files** (and other information) to be **downloaded** from:  
[www.management-innovation.com/mba](http://www.management-innovation.com/mba)
- For **background** information see: [www.360-grad-feedback.org](http://www.360-grad-feedback.org)

Nr. 10

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## Giessen Executive MBA - Leadership Module

**The quintessence:** *"However hard it is to devise a smart strategy, it's ten times harder to get people to execute on that strategy. And a poorly executed strategy, no matter how clever, is worthless."* (P. Bregman)

### 360-Degree Feedback

- **Introduction**
- **Instructions and deadlines**
- **Information for all participants** (employees, colleagues or team members, superiors)
- **Form for entering e-mail addresses** of all participants - xlsx file
- **Background information:** concerning the 360-degree feedback: (1) **Management summary**, (2) **Findings from research**, (3) **Leadership appraisal**
- **Test of core leadership competencies** (self-image)



### The Leadership Module

- **Syllabus**
- **Suggested reading**