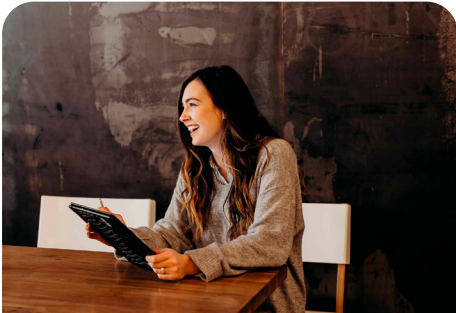


# The Emotional Intelligence Appraisal® 360° Refined™



More than 90% of Fortune 500 companies use 360° Feedback on a regular basis.

- HR.com

## About 360° Feedback

360° feedback gathers the perspectives of a leader's supervisors, peers, direct reports, and other significant stakeholders (such as customers, board of directors, etc.) to gather a complete picture of the leader and provide them with feedback on their leadership skills. The leader also rates themselves to provide a self/other comparison that builds insight and self-awareness.

## 360° Refined

Welcome to the 360° Refined, where we redefine the way feedback empowers growth and transformation. Our 360° survey makes feedback more accessible and impactful than ever before. We deliver a comprehensive feedback report that ignites growth. This report can be maximized in coaching, training, team synergy, and leadership development endeavors. Join us on this journey of evolution and empowerment, where report insights become a catalyst for unparalleled growth and success.

## What It Measures

360° Refined **measures the 22 skills most critical to success in any leadership position.** The 360° Refined leadership model is based upon research with leaders in a variety of situations, industries, and companies. Research shows improving these skills increases job performance dramatically.

### 1 Core Leadership

The first 10 skills make up Core Leadership. These are the skills that get people promoted to leadership positions and are important to fine-tune and develop throughout one's career.

### 2 Adaptive Leadership

The last 12 skills are called Adaptive Leadership. These are the skills that separate the good leaders from the great ones. Adaptive Leaders are made, not born, and 360° Refined is a great way for you to make that happen in your organization.

Core Leadership			
3 Skill Groups; What you bring to the job			
Strategy	Action	Results	
Vision	Decision Making	Risk Taking	
Acumen	Communication	Results-Focus	
Courage to Lead	Mobilizing Others	Agility	
Planning			

Adaptive Leadership			
4 skill groups; Who you are on the job			
Emotional Intelligence	Organizational Justice	Character	Development
Self-Awareness	Decision Fairness	Integrity	Lifelong Learning
Self-Management	Outcome Concern	Credibility	Developing Others
Social Awareness	Information Sharing	Values Differences	
Relationship Management			

## The Emotional Intelligence Appraisal® 360° Refined™

### Validation and Research

Decades of research show the best measure of one's leadership skills comes from those who see leaders in action on a regular basis. With 360° Refined, leaders gain insight from their colleagues into how they are perceived, and it is this perception that is critical for them to understand and manage.

360° Refined is held to the strictest standards for research in its design and validation. The items were developed, validated, and tested over a decade in a host of organizations of various sizes. A database of hundreds of thousands of unique responses to the items in the survey has been compiled and analyzed with outstanding results.

### Administering the Assessment

No certification is required to use the 360° Refined

There is no better way to run a 360° survey than with TalentSmartEQ's easy access survey platform. When you purchase a 360° Refined assessment from TalentSmartEQ.com, you get access to the assessment's administration page. Here you can add raters, set deadlines, customize survey invitations, and generate the feedback report. The administration page provides seamless control over the administration of the survey. Should you require assistance, however, a quick call to TalentSmartEQ's main line will get you in touch with someone who will be able to assist you. **360° Refined has 4 customizable rater categories: supervisors, peers, direct reports, and others.** You can choose to utilize the number of categories that makes most sense for the person being rated. 360° Refined allows you to invite up to 50 raters (with a minimum of 3) in each category to rate the person's leadership skills anonymously and constructively via TalentSmartEQ's platform.

### Taking the Assessment

Taking 360° Refined is quick and easy because TalentSmartEQ's proprietary surveying method — Behavioral Impact Statements™ — lets us measure **22 key leadership skills with only 75 items.**

Once the invitations have been sent, both the leaders and the raters will receive an email containing a unique link to the assessment. This link provides access to the survey, where the raters click quickly through the items and have the opportunity to respond to **4 open-ended questions**, allowing them to anonymously elaborate on their feedback. Each survey **can be completed in as little as 15–20 minutes**, though there is no time limit for the 360° Refined. Once completed, raters' responses are stored on a secure server hosted by TalentSmartEQ to ensure the anonymity of individual responses.

## The Emotional Intelligence Appraisal® 360° Refined™

### Taking the Assessment

	Never	Rarely	Sometimes	Usually	Almost Always	Always
Sees possibilities where others typically don't*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describes an image for the future that is easy for others to see**	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instills in others a sense of purpose behind their work**	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sample survey page

### Feedback Report

When everyone's responses are collected, the 360° Refined system calculates the results and generates a report in real time. Results from the assessment are shared as averaged scores, so raters can be assured that their individual responses are never provided to the leader. The results can be viewed online or downloaded in PDF format. **Access to the report and the developmental resources is unlimited.**

The report uses a carefully designed visual format that is intuitive and easy-to-follow. A common pitfall of typical 360°s is that the data can be so complicated and difficult to interpret that many people don't learn from it. Instead of building insight and motivating change, the feedback report ends up sitting on a shelf collecting dust. The feedback report for 360° Refined eliminates this problem. More often than not, we find our reports dog-eared and bent from repeated use!

Our clients are pleased with the report's ability to deliver feedback that is straightforward and easy to follow for building new skills. Each section of the report provides key information that will help the leader navigate toward the essential areas to focus their development efforts on.

The Emotional Intelligence Appraisal®  
**360° Refined™**

Feedback Report

**LEADERSHIP SKILL SCORES**

The report gives the leader constructive feedback on their current skill level on the 22 core and adaptive leadership skills. For each skill, the report shows a leader how their view of each skill differs from others', and includes a subgroup breakdown to compare how the leader's peers, direct reports, supervisors, and others view them. The report also identifies the 5 highest and lowest rated skills as well as the 10 highest and lowest rated behaviors so that leaders can hone in on their leadership strengths and areas of development.



Sample sub-group rating table

5 Highest Leadership Skills	Score
Credibility	5.08
Results-Focus	5.08
Integrity	4.99
Lifelong Learning	4.91
Mobilizing Others	4.85

1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

5 Lowest Leadership Skills	Score
Outcome Concern	3.84
Information Sharing	4.09
Social Awareness	4.11
Self-Awareness	4.29
Vision	4.33

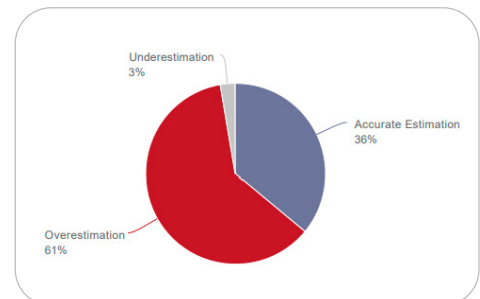
1 - Never 2 - Rarely 3 - Sometimes 4 - Usually 5 - Almost Always 6 - Always

Sample highest- and lowest-rated skill tables

**ACCURACY SCORES**

The percentages of items in which the leader accurately estimated, underestimated, and overestimated are displayed in an easy-to-read pie chart.

These accuracy scores have significant implications for a leader's current skill levels and their future skill development. Because of this, the feedback report delivers a **straightforward item-by-item analysis** that tracks the tendency to overrate, underrate, or accurately rate skills.



Sample accuracy score pie chart

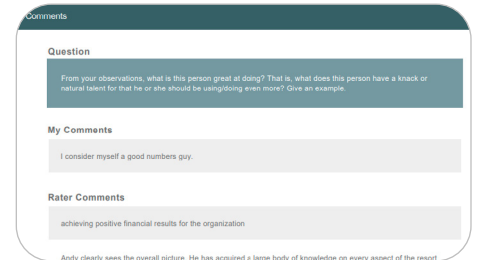
Scores on each item and the gap between the leader's scores and their raters' scores appear in tables organized according to these categories.

# The Emotional Intelligence Appraisal® 360° Refined™

## Feedback Report

### RATER COMMENTS

In addition to a quantitative analysis of leadership skills, 360° Refined also allows raters to enter comments that are then included in the report on 4 open-ended questions.



Sample comments table

## Developmental Resources

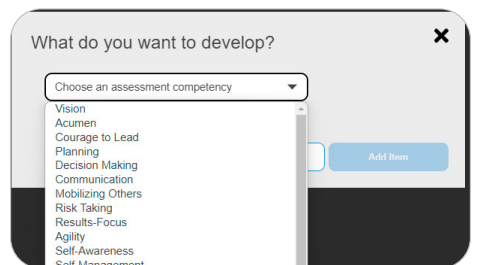
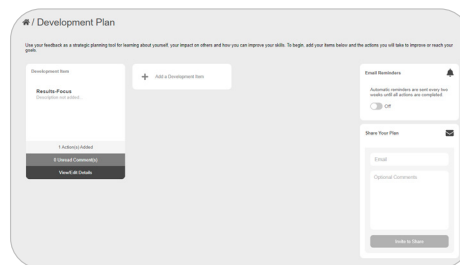
### ONLINE DEVELOPMENT PLAN

The 360° Refined assessment report empowers leaders with comprehensive scores on 22 core and adaptive leadership skills, supplemented by seamless access to their online portal. This portal serves as a bridge between learning and application, featuring an integrated online development plan.

Our Online Development Plan is a cornerstone of our commitment to facilitating continuous growth and success. Within this intuitive platform, leaders can articulate and refine their goals, share them with their coach, and diligently track their journey towards excellence.

Tailored to complement the insights gleaned from the 360° Refined report and our Leadership 2.0 book, this plan offers customizable goal-setting options. Leaders can effortlessly sync reminders with their personal calendars, receive timely email prompts, and solicit feedback from Executive Coaches or peers to monitor progress effectively.

Our development plan is designed to navigate the path towards sustained leadership excellence.



Sample Development Plan

## The Emotional Intelligence Appraisal® 360° Refined™

### Product Summary

- ✓ Theoretically and statistically sound
- ✓ No certification required for administration
- ✓ Takes 15 minutes to complete
- ✓ Provides scores on 22 leadership skills
- ✓ Highlights highest and lowest skills
- ✓ Analyzes accuracy and gap scores for each EQ behavior
- ✓ Includes comments to 4 open-ended questions
- ✓ Access to Online Development Plan

Each 360° Refined provides access to the assessment's administration page and allows up to 50 raters in each of the 4 rater categories to rate the leader online. It also provides unlimited access to the results report and the development plan, all for one low price.

**360° REFINED**

**\$385**

**ORDER NOW**

Test Design			Validity & Reliability
<b>75 Items + 4 Open-Ended Questions</b>	<b>Measures 7 Leadership Areas</b>	<b>Frequency Response Scale:</b>	<b>Validity:</b> <ul style="list-style-type: none"> <li>✓ Content validity built from expert evaluations of items</li> <li>✓ Construct validity supports skill model</li> <li>✓ High face validity reported by raters</li> </ul> <b>Reliability:</b> <ul style="list-style-type: none"> <li>✓ Cronbach's alpha = 0.85 to 0.91</li> </ul>
	1. Strategy	✓ 1-never	
	2. Action	✓ 2-rarely	
	3. Results	✓ 3-sometimes	
	4. Emotional Intelligence	✓ 4-usually	
	5. Organizational Justice	✓ 5-almost always	
	6. Character	✓ 6-always	
	7. Development		

Call us today at **888.818.SMART** or visit us online at **www.TalentSmartEQ.com** for purchases, and sample reports