



FACTS

LEADERSHIP MIRROR®

AN AUTOMATED MULTISOURCE FEEDBACK SYSTEM

Training and development efforts are most successful when participants have a true understanding of their specific strengths and development needs. DDI's *Leadership Mirror*® provides this powerful insight.

Leadership Mirror® is a web-based, multilingual 360° feedback system that your organization can use to conduct enterprise-wide multisource assessments involving large populations, small teams, or individuals. It is available in English, French, German, Spanish, Japanese, Simplified Chinese, and Traditional Chinese. Additionally, the survey creator can translate the content of the survey (excludes instructions and help tools) in an additional 39 “identified” languages with an easy-to-use survey content translation tool built into the platform.

This flexible system allows your organization to implement standard or customized surveys based on specific needs. You can choose a Traditional Feedback survey, a self-only assessment, or *Targeted Feedback*® survey, a groundbreaking alternative multisource approach (see below). *Leadership Mirror*® gathers observational information from multiple respondents about people's strengths and development needs. Research indicates that collecting feedback from a variety of

people with different on-the-job perspectives increases the objectivity and validity of the feedback experience. Individual buy-in also increases, generating commitment to personal development and increasing the likelihood of improved performance through subsequent growth.

BENEFITS

With *Leadership Mirror*® your organization can:

- > Conduct small or enterprise-wide assessments.
- > Access DDI's extensive competency libraries and standard surveys.
- > Create customized competencies and surveys.
- > Identify specific individual and group strengths and development needs, based on competencies required for successful performance.
- > Give people clear development suggestions and resources for improving their performance.
- > Allow Traditional Feedback subjects to monitor their development progress with ProgresScanSM surveys.

DDI can provide consulting to ensure that *Leadership Mirror*® is successfully implemented and is fully integrated with your overall development initiatives. We also offer follow-up services to help people interpret their reports and create actionable development plans.

THE DETAILS

Who Should Use *Leadership Mirror*®

Leadership Mirror® is appropriate for associates and leaders at all organizational levels, from individual contributors to executives.

Using *Leadership Mirror*®

With *Leadership Mirror*® you can easily create, distribute, and collect feedback surveys that are appropriate for each individual and position. You can choose from eight standard surveys that address different skill sets and job levels, create a survey based on DDI's library of competencies, or customize a survey based on your organization's own competencies.

You can access *Leadership Mirror*® via the Internet on a project-by-project basis or install the system on your server for access through your intranet. Subjects and respondents access *Leadership Mirror*® using unique usernames and passwords supplied in invitations the system sends automatically by e-mail.

Individuals evaluate their on-the-job performance and then send the survey to people they interact with, such as their manager, peers, direct reports, and internal/external customers.

Detailed status reports allow administrators to see the ongoing responses for each subject.

After survey responses are submitted, the software processes the results and produces reports that display strengths and development needs of individuals or groups. Individuals can view the easy-to-interpret reports online or have the system send PDF reports to their e-mail address.

The insights provided by comparing how individuals see themselves to how others perceive them can be a powerful aid in the design of focused, high-impact development plans. Results can be used to monitor the

development process, prioritize training, and provide focus for leadership development programs such as DDI's *Interaction Management*®, *Exceptional Leaders ... Extraordinary Results*®, *OPAL*®, and *Business Impact Leadership*®. Results can also be used to evaluate training effectiveness, identify patterns, and measure organizational performance or success over time. The outcome of this "look in the mirror" is a clear understanding of an individual's current performance and of the training and development necessary to improve future performance. To further reinforce the importance of actionable development, the survey creator—or the survey subject themselves—can launch a ProgresScanSM survey. This follow-up, or "pulse" survey is based on the same content as the original survey, or reduced to a subset of 2-3 competencies, to measure the subject's development progress.

Included as an option in the *Leadership Mirror*® system, *Targeted Feedback*® is a breakthrough alternative multisource approach designed to accelerate behavior change and to overcome common barriers to traditional 360° implementations. *Targeted Feedback*® takes away the misperceptions, misunderstandings, and negativity associated with many multisource processes. It energizes development by revealing an individual's top-priority strengths and development needs. Subjects come away with a clear direction and an understanding that people are willing to help them effectively change specific behaviors in a positive way.

Reports and Development Planning

Leadership Mirror® reports provide insights on a person's strengths and development needs related to job-specific competencies. By design, both the traditional 360° approach and the *Targeted Feedback*® approach

collect input from multiple people (managers, direct reports, peers, etc.) so subjects can compare how those with different perspectives see them relative to the same competencies. Based on the approach that you choose, report options will vary, but include summarized results, more detailed looks by competency and respondent group, and written comments.

Once subjects have received their reports, it's imperative that they understand what the results mean so they can begin to chart the right development course of action. The system provides further guidance for development planning. Subjects can refer to the Development Resources area in the *Leadership Mirror*® system to select important resources and activities for each growth area. The system provides the tools necessary for subjects to create and “own” their individual development plans.

To further aid in their development efforts, subjects have online access to the development support booklet, *What Now?* This booklet guides subjects through each critical step in the process of understanding and using feedback to address development needs and leverage strengths. As a method of measurement, subjects can view historical comparisons between their most recent surveys and past surveys.

In addition to the online resources, optional training programs are available to help stakeholders accelerate development. These include Supporting Leadership Development, a half-day program for managers who want to better develop their people, and Achieving Your Leadership Potential, a program recommended for helping survey subjects create and execute development plans.

Additionally, DDI can provide consulting to confirm that *Leadership Mirror*® is successfully implemented and fully integrated with your overall development initiatives. Our consulting includes follow-up services to help subjects interpret reports and create actionable development plans.

PROGRESSCANSM SURVEYS

ProgresScanSM surveys are a follow-up Traditional Feedback survey that is launched either by subjects themselves, or by an organization's survey creator. The ProgresScanSM survey content would be based on the same content as the subject's original Traditional Feedback survey. The subjects or survey creator can reduce the original survey content to a subset of the 2-3 competencies that the subject has been focusing on developing. The ProgresScanSM report will highlight to the subject whether they have improved or decreased scores in the specific 2-3 development competencies identified. This is a great opportunity to monitor individual behavior change and return on investment from the original survey implementation.

STANDARD LEADERSHIP MIRROR® SURVEYS

Surveys can be built in *Leadership Mirror*® by choosing from over 100 behavior-based competencies in the system or by entering your organization's custom competencies. In addition, *Leadership Mirror*® offers eight pre-built, standard surveys which are designed to address different survey populations:

Leadership Imperatives—For supervisors, team leaders, and managers. Assesses leadership imperatives and competencies. Helps provide orientation and feedback for the focus of leadership development programs.

Fundamentals of Leadership—For first- and second-level supervisors or team leaders. Focuses on core leadership competencies, such as Coaching, Decision Making, Delegating Responsibility, and Gaining Commitment.

Operational Executive—Focuses on mid- to upper-level managers. Competencies measured include Coaching/Teaching, Driving for Results, and Operational Decision Making.

Strategic Executive—Appropriate for upper-level managers and executives. Includes competencies such as Change Leadership, Establishing Strategic Direction, Executive Disposition, and Selling the Vision.

Nine Roles of the Strategic Leader—For senior leaders and executives, and those targeted for senior strategic leadership positions. Assesses roles rather than competencies.

Sales Executive—Designed for upper-level managers and executives in a sales function. Includes competencies such as Business Acumen, Communicating with Impact, Customer Orientation, and Sales Persuasion.

Individual Performer: Aspiring Specialist—For individual contributors who aspire to become specialists in their area of profession. Competencies measured include Collaboration, Building Strategic Work Relationships, and Meeting Participation.

Individual Performer: Aspiring Leader—For individual contributors who aspire to become people leaders. Competencies measured include Collaboration, Initiating Action, and Coaching.

TO LEARN MORE

Visit http://www.ddi.com/products_services/leadershipmirror.asp.

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