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## EXECUTIVE VIEW 360

### RESEARCH INFORMATION

#### *Item/Scale Origins*

**Executive View 360** was designed and developed in early 2002 by Kenneth M. Nowack, Ph.D. and based on competency/job analysis of executive and managerial positions in several large service, manufacturing, and aerospace companies. Incumbents were interviewed regarding the major job tasks associated with their positions for the purposes of both selection and talent management systems.

A set of critical executive and managerial competencies were derived in four specific areas: 1) Performance Leadership; 2) Change Leadership; 3) Interpersonal Leadership; and 4) Personal Leadership. Items were rationally constructed to measure the full range of executive and management skills in these four areas based on job profiling interviews with senior executives as part of succession planning analyses.

Twenty two scales were derived, each measured by 3 to 5 questions using a Likert 1 to 7 frequency scale. Where possible, items for **Executive View 360** were also drawn from two already validated multi-rater feedback tools (Nowack, 1997) published by Organizational Performance Dimensions (OPD).

An initial version was piloted with a group of 1,185 existing executives and managers within two organizations. Statistical analyses included item-scale correlations, breakdowns by relevant demographic variables (e.g., education, age, gender), internal consistency reliability, and descriptive (scale means, standard deviations, etc.) were run to investigate the psychometric properties of the instrument. Based upon the results of the pilot testing and statistical analysis, some revision in item content and wording was done resulting in the copyrighted 2003 68-item version.

## Executive View 360 Competencies/Definitions

### PERFORMANCE LEADERSHIP

#### **Visionary Leadership** (3 questions)

*Develops a clear direction and “picture” for the future of the business. Creates a long term, big picture view of the business. Changes established thinking. Creates a climate that supports future based thinking, analysis, and decision-making.*

#### **Drive for Results** (3 questions)

*Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues.*

#### **Technological Leadership** (3 questions)

*Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage.*

#### **Financial Leadership** (3 questions)

*Understands and able to apply key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets.*

#### **Cross-Functional Versatility** (3 questions)

*Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.*

#### **Depth of Industry Knowledge** (3 questions)

*Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.*

#### **Political Leadership** (3 questions)

*Understands the dynamics of political systems and power relationships within the organization. Strategically asserts political power and influence to achieve organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.*

#### **Strategic Problem Analysis** (3 questions)

*Ability to analyze a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues.*

#### **Decision Making** (3 questions)

*Ability and willingness to make high quality decisions when required. Thinks and plans strategically.*

## CHANGE LEADERSHIP

### **Entrepreneurial Leadership** (3 questions)

*Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.*

### **Driving Strategic Direction** (3 questions)

*Ability to identify and communicate achievable organizational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.*

### **Driving Change** (3 questions)

*Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.*

## INTERPERSONAL LEADERSHIP

### **Building Strategic Relationships** (3 questions)

*Ability to initiate and cultivate strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse stakeholders.*

### **Empowering Others** (3 questions)

*Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.*

### **Team Building** (3 questions)

*Ability to create and develop motivated, cohesive, and high performance teams.*

### **Interpersonal Effectiveness** (3 questions)

*Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.*

### **Oral Communication/Presentation** (3 questions)

*Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts & ideas in a clear and concise manner.*

### **Influence/Negotiation** (3 questions)

*Ability to negotiate and effectively resolve interpersonal differences with others. Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement*

### **Coaching/Talent Development** (5 questions)

*Ability to attract, develop and retain talent. Ability to coach, train and develop others.*

## INTRAPERSONAL LEADERSHIP

### **Self-Development** (3 questions)

*Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.*

### **Adaptability/Flexibility** (3 questions)

*Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner.*

### **Engenders Trust** (3 questions)

*Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor*

## RELIABILITY & VALIDITY

Internal consistency reliability (Cronbach's alpha) was calculated for each of the twenty two **Executive View 360** scales. These moderately high coefficients range from .53 to .89 establishing the reliability of the instrument. The average test re-test reliability over a 3-month period across all 22 scales is .65.

Competency	Mean	SD	Reliability
<b>Performance Leadership</b>			
Visionary Leadership	5.11	1.18	.81
Drive for Results	5.19	1.02	.67
Technological Leadership	5.30	.99	.72
Financial Leadership	5.41	1.00	.80
Cross Functional Versatility	5.29	1.05	.76
Depth of Knowledge	5.53	.95	.56
Political Leadership	4.90	1.35	.79
Strategic Problem Analysis	5.17	1.08	.80
Decision Making	5.24	1.07	.79
<b>Change Leadership</b>			
Entrepreneurial Leadership	5.31	1.04	.75
Driving Strategic Strategy	5.27	.93	.78
Driving Change	5.08	1.11	.77
<b>Interpersonal Leadership</b>			
Building Strategic Relationships	5.03	1.26	.78
Empowering Others	5.34	1.16	.81
Team Building	5.11	1.34	.80
Interpersonal Effectiveness	4.90	1.59	.89
Oral Communication/Presentation	5.33	1.09	.65
Influence/Negotiation	5.07	1.20	.74
Coaching/Talent Management	5.14	1.11	.82
<b>Personal Leadership</b>			
Self-Development	4.93	1.19	.72
Adaptability/Flexibility	4.93	1.33	.80
Engenders Trust	5.15	1.51	.86

## Intercorrelations Between Executive View 360 Scales

Statistical analyses were conducted to determine the relationship among the **Executive View 360** scales (N=185). Pearson correlation coefficients were calculated between the twenty two scales. These correlations ranged from .53 to .86 (all p's < .01). In general, respondents who score high on one scale might also tend to score high on some of the other **Executive View 360** scales.

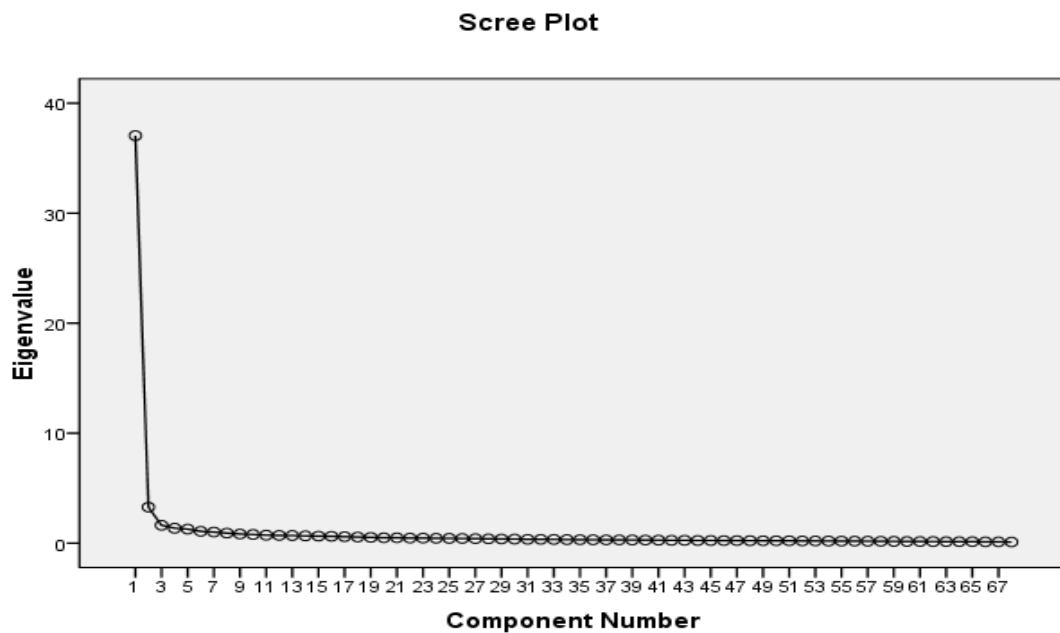
## Executive View 360 NORMS

Initial norms for the **Executive View 360** have been established with a pilot group of 1,185 full-time working executives in diverse private, public and not-for-profit industries including, government, non-profit health, entertainment, communications, production, biotech, sales, retail, engineering, health care, manufacturing, and aerospace organizations.

The current normative sample consists of employees that are primarily male (73.5%) with a mean age of 46.2. This sample is relatively well educated (3.4% with a high school diploma, 25.3% with a Bachelors, 37.9% with a Masters, 2.4% with a doctorate degree) and ethnically diverse (6.8% Asian, 7.7% Black, 79.0% Caucasian, 5.4% Hispanic, and 1.1% Other).

## Executive View 360 Factor Analysis

A factor analysis was performed on **Executive View 360** based on 667 executives in diverse organizations. A principal components factor analysis with Varimax rotation resulted in 7 factors with Eigenvalues over 1.0 accounting for 68.5% of the cumulative variance (Scree plot shown below) with the first factor accounting for 54.5% of the variance.



**Executive View 360 Factor Analysis  
Total Variance Explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	37.049	54.484	54.484	14.179	20.852	20.852
2	3.274	4.815	59.299	8.085	11.890	32.742
3	1.625	2.390	61.688	7.610	11.191	43.933
4	1.353	1.990	63.679	5.213	7.666	51.599
5	1.273	1.872	65.551	4.878	7.173	58.773
6	1.072	1.577	67.127	4.175	6.140	64.912
7	1.011	1.487	68.614	2.517	3.702	68.614

**Executive View 360 Factor Analysis  
Rotated Component Matrix (N=667)**

	Component						
	1	2	3	4	5	6	7
EVQ15	.802	.173	.190	.186	.177	.100	
EVQ38	.778	.238	.136	.126	.138	.132	.176
EVQ16	.770	.111	.184	.190	.176	.297	
EVQ18	.766	.138	.107	.154	.218		.118
EVQ44	.763	.129	.213	.101	.181	.274	.174
EVQ60	.748	.203	.209				
EVQ20	.703	.231	.129	.164	.192	.208	
EVQ14	.672	.222	.247	.183	.221	-.143	
EVQ51	.661	.301	.125	.142	.190	.348	.213
EVQ59	.654	.392	.146	.298	.115	.270	
EVQ65	.626		.211	.118		.327	.275
EVQ22	.617	.213	.175	.114	.248	.187	.234
EVQ36	.612	.438	.250	.181	.122	.111	
EVQ66	.586	.361	.163	.324	.173		.198
EVQ40	.585	.304	.265	.172	.169	.384	.257

EVQ39	.585	.111	.253			.443	.298
EVQ58	.582	.352	.215	.364	.161		
EVQ68	.578	.431	.140	.104		.186	.187
EVQ43	.544	.263	.279	.331		.270	.226
EVQ34	.539	.334	.455	.277			
EVQ52	.531	.341	.281	.144	.214	.162	.354
EVQ64	.525	.322	.287	.259	.154	.227	.220
EVQ27	.471	.411	.159	.162	.309	.330	
EVQ53	.442	.372	.303		.314		.379
EVQ45	.421	.405	.403	.297	.165	.291	
EVQ21	.412	.191	.278	.290	.325	.254	.301
EVQ55	.273	.594	.381	.142	.324		.190
EVQ49	.336	.592	.252	.225	.252	.236	.148
EVQ48	.221	.570	.305	.164	.361		.292
EVQ41	.393	.569	.254	.185	.196	.164	
EVQ56	.382	.567	.315	.282	.109	.155	.130
EVQ50	.322	.558	.392	.112	.251	.170	.108
EVQ47	.212	.555	.416	.179	.154	.101	.307
EVQ67	.490	.533	.121	.398	.150	.130	
EVQ19	.418	.523	.192	.187	.309	.139	
EVQ46	.285	.508	.137	.447	.173	.246	.157
EVQ37	.477	.502	.218	.214	.265	.197	
EVQ30	.369	.466	.252	.310	.276	.260	.185
EVQ42	.372	.461	.373	.171		.158	.203
EVQ12	.320	.419	.206	.364	.286	.374	
EVQ25	.174	.196	.709	.173			.246
EVQ54	.226	.343	.682		.114	.155	
EVQ32	.229	.250	.677	.266	.160	.229	
EVQ28	.169	.189	.617		.350	.179	.192
EVQ6	.119		.563		.455		
EVQ35	.299	.166	.544			.381	
EVQ10	.266	.240	.522	.351	.284	.167	
EVQ3	.274		.519	.280	.315		.226

EVQ1	.181	.217	.498	.303	.441	.204	.117
EVQ24	.185	.343	.488	.396	.129	.219	.111
EVQ23	.369	.301	.420	.342	.130	.371	.111
EVQ31	.210	.209	.268	.683	.177	.115	.204
EVQ9	.300	.239	.203	.518	.449	.117	.194
EVQ63	.375	.420	.168	.514	.120	.154	.215
EVQ33	.254	.370	.313	.441	.344	.183	.186
EVQ11	.305	.275	.384	.414	.404	.264	
EVQ4	.182	.252	.201	.116	.722		
EVQ26	.231	.439	.190	.101	.597	.212	.204
EVQ8	.329	.200	.249	.400	.526	.158	
EVQ2	.242	.191	.444	.445	.459	.147	
EVQ5	.332	.226	.274	.303	.449	.203	
EVQ57	.442	.274	.300	.188	.162	.566	.139
EVQ29	.396	.273	.295	.156	.274	.563	.112
EVQ13	.441	.231	.306	.249	.213	.561	
EVQ7	.257	.240	.220	.430	.288	.456	
EVQ61	.263	.264	.230	.246	.201		.572
EVQ17	.247	.156	.326	.385	.118	.317	.446
EVQ62	.327	.254	.290	.332	.102	.396	.416

Rotation Method: Varimax with Kaiser Normalization.

An analysis of the factor loadings suggest that the seven factors might be categorized as follows:

- Factor 1: Interpersonal Competence (Interpersonal Leadership)
- Factor 2: Talent Management (Interpersonal Leadership)
- Factor 3: Strategy (Performance Leadership)
- Factor 4: Performance Analysis (Change Leadership)
- Factor 5: Financial Management (Performance Leadership)
- Factor 6: Strategic Relationships/Politics (Performance Leadership)
- Factor 7: Communication (Interpersonal Leadership)

These factor results suggest a strong interpersonal and task structure to EV360 and lend limited support for the rationally derived model of Performance Leadership, Change Leadership, and Interpersonal Leadership underlying this assessment. Little evidence for an “intrapersonal leadership” factor is supported by this analysis.

## OTHER RELATED PUBLICATIONS

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- Nowack, K. (June 2002). Does 360 degree feedback negatively effect company performance: Feedback varies with your point of view. HR Magazine, Volume 47 (6), June 2002
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- Nowack, K. (1997). Executive View 360. In Fleenor, J. & Leslie, J. (Eds.). Feedback to managers: A review and comparison of sixteen multi-rater feedback instruments (3<sup>rd</sup> edition). Center for Creative Leadership, Greensboro, NC.
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