

LevelSet: Early Feedback

Build belonging, speed transition, and amplify performance through feedback

What

- Predictive validity for New Leader success in role (in-position longevity of 18 months or more)
- Web-enabled feedback provided early in tenure
- Separate surveys are available for external hires and internal moves
- Rater groups:
 - Self (New Leader)
 - Hiring Manager
 - Peers
 - Direct Reports
 - Skip-level Reports (as appropriate)
 - Other Stakeholders

Why

- Building belonging through feedback reduces the risk and cost of New Leader failure (up to 2-3 x New Leader salary)
- This comprehensive view of the organization, and Leader's transition, drives performance and success
- Onboarding is complex and important – New Leaders must juggle paradoxical expectations
- Honest feedback is essential to effective role navigation (and course-correction)

Who

- New Leader identifies raters
- Hiring Manager and HR Partner review rater list, and suggest additions
- At least 75% rater participation required for survey close (*Leader OnBoarding* offers follow-up to engage raters)
- Anonymous and confidential report provided to Qualified *LevelSet* Facilitators (to be shared with New Leader)

How

- Early in tenure (ideally 7-9 weeks) to allow New Leader to identify gaps and course-correct
- Up to 25 raters from 6 stakeholder groups (additional raters available, if needed)
- Anonymous, web-enabled survey
- Expert process support and follow-through
- Work product is *Action Plan*, to be shared with Hiring Manager and/or HR Partner

Culture Snapshot

New Leaders Gain Comprehensive, Real-time Insight

Why

- The importance of results — New Leaders are expected to quickly grasp their operation and drive performance
- The job is *always* different than the New Leader expects — and that can be problematic
- New Leaders can misread the operation and make mistakes
- *Culture Snapshot* was created to address these issues, based on over 20 years of expertise

What

- New Leaders benefit from an early view into the culture of the operation
- Revolutionizes Leader Onboarding: delivering clarity, insight and a faster ramp-up
- Other key Leaders weigh in on current operational performance
- Gives New Leaders hard data about strengths and options for stronger performance
- Anonymous, web-enabled survey

Who

- Input is shared by up to 35 colleagues:
 - New Leader
 - Hiring Manager(s)
 - Peers
 - Direct Reports
 - Skip-Level Reports
 - Others
- Anonymous and confidential report provided by Qualified *Culture Snapshot* Facilitator
- New Leader effectively shares *Culture Snapshot* data and insights with Hiring Manager and team

How & When

- Early in New Leader tenure (2 weeks — 2 months in role) to jump-start understanding of the operation
- Expert process support and follow-through
- Skilled delivery by Qualified *Culture Snapshot* Facilitator
- Expectation gaps are identified and closed
- New Leader and team take high-impact action together — delivering needed (and expected) results from the operation

