

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