

MANAGER VIEW 360 PERFORMANCE VIEW 360

RESEARCH INFORMATION

Manager View/360 was first designed and developed in early 1985 by Kenneth M. Nowack, Ph.D. and originally titled the *Management Practices Questionnaire*. **Manager View/360** was based on an extensive job analysis of supervisory and managerial positions in several large service, manufacturing, and aerospace companies. Incumbents were interviewed regarding the major job tasks associated with their positions. A comprehensive job-task activity questionnaire was constructed that summarized both the importance and frequency of each job tasks relative to the targeted supervisory and management positions.

The job-task questionnaires were distributed to incumbents and statistically analyzed. A set of critical supervisory and managerial dimensions were derived in four specific areas: 1) Interpersonal; 2) Communication; 3) Administration; and 4) Decision-Making. Items were rationally constructed to measure the full range of supervisory and management skills in these four areas. Twenty scales were derived, each measured by four questions. This initial version was piloted with a group of 85 existing supervisors 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 1994 100-item version.

Performance View/360 was developed to address professional, administrative and technical positions that did not involve supervision or management. The competencies in **Performance View 360** were derived from the original research used to develop **Manager View 360**. Separate pilot testing was done with **Performance View 360** to replicate the sound psychometric properties of **Manager View 360** scales.

MANAGER VIEW 360 COMPETENCIES

COMMUNICATION SKILLS

LISTENING: Ability to be attentive and understand the verbal communications of others.

TWO-WAY FEEDBACK: Ability to keep others informed in a timely manner.

WRITTEN COMMUNICATION: Ability to express written thoughts and ideas in a clear and concise manner.

ORAL COMMUNICATION: Ability to convey oral thoughts & ideas in a clear and concise manner.

ORAL PRESENTATION: Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner.

VISION/GOAL SETTING: Ability to share a common vision and develop strategic goals for the organization.

TASK MANAGEMENT SKILLS

PLANNING/ORGANIZING: The ability to set realistic and measurable goals and allocate resources (people, budget, materials, etc.).

DELEGATION: The ability to assign work, clarify expectations, and define how individual performance will be measured.

ADMINISTRATIVE CONTROL: Ability to develop procedures to evaluate and monitor job activities and tasks on an on-going basis.

PERFORMANCE EVALUATION: Ability to provide on-going feedback and conduct timely and effective performance reviews

PERFORMANCE MANAGEMENT: Ability to provide others with regular and clear feedback on their performance and offer support when individuals are confronted with problems.

RECOGNIZING/REWARDING PERFORMANCE: Ability to reward and recognize performance in a timely and appropriate manner.

INTERPERSONAL SKILLS

TEAM BUILDING/DEVELOPMENT: Ability to create and develop motivated, cohesive, and high performance teams.

SENSITIVITY/DIVERSITY: Ability to take actions that demonstrate consideration for the feelings and needs of others.

NEGOTIATION/CONFLICT MANAGEMENT: Ability to negotiate and effectively resolve interpersonal differences with others.

COACHING/DEVELOPMENT: Ability to coach, train, and develop others.

LEADERSHIP/INFLUENCE: Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

EMPLOYEE INVOLVEMENT/PARTICIPATION: Ability to involve employees in organizational planning, decision making, and problem solving processes.

PROBLEM-SOLVING SKILLS

STRATEGIC PROBLEM ANALYSIS: Ability to analyze a situation, identify alternative solutions, and develop specific actions.

DECISIVENESS/JUDGMENT: Ability and willingness to make high quality decisions when required.

Manager View 360 Sample Items

LISTENING

Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying").

Maintains eye contact and attentive non-verbal behavior when being spoken to.

Is willing to take the time to understand and listen to employees.

PLANNING/ORGANIZING/SCHEDULING

Establishes a logical sequence of work activities & assignments.

Develops both short & long-range plans that consider relevant cost, schedule, & resource information.

Effectively schedules work activities & tasks.

COACHING/EMPLOYEE DEVELOPMENT

Provides adequate support & training to employees.

Removes obstacles that may be hindering employee's performance.

Supports employee development plans such as on-the-job training, stretch assignments, etc.

PERFORMANCE VIEW 360 FEEDBACK COMPETENCIES

COMMUNICATION SKILLS

LISTENING: Ability to be attentive and understand the verbal communications of others.

TWO-WAY FEEDBACK: Ability to keep others informed in a timely manner.

WRITTEN COMMUNICATION: Ability to express written thoughts and ideas in a clear and concise manner.

ORAL COMMUNICATION: Ability to convey oral thoughts & ideas in a clear and concise manner.

ORAL PRESENTATION: Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner.

TASK MANAGEMENT SKILLS

PLANNING/ORGANIZING: The ability to set realistic and measurable goals and allocate resources (people, budget, materials, etc.).

PROJECT MANAGEMENT: The ability to effectively utilize available resources to complete projects, tasks and assignments in a timely fashion with quality.

STRATEGIC PROBLEM ANALYSIS: Ability to analyze a situation, identify alternative solutions, and develop specific actions.

DECISIVENESS/JUDGMENT: Ability and willingness to make high quality decisions when required.

INTERPERSONAL SKILLS

TEAM BUILDING/DEVELOPMENT: Ability to create and develop motivated, cohesive, and high performance teams.

SENSITIVITY/DIVERSITY: Ability to take actions that demonstrate consideration for the feelings and needs of others.

INTERPERSONAL SKILLS CONTINUED

NEGOTIATION/CONFLICT MANAGEMENT: Ability to negotiate and effectively resolve interpersonal differences with others.

COACHING/DEVELOPMENT: Ability to coach, train, and develop others.

LEADERSHIP/INFLUENCE: Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

EMPLOYEE INVOLVEMENT/PARTICIPATION: Ability to involve employees in organizational planning, decision making, and problem solving processes.

MANAGER VIEW 360 RELIABILITY & VALIDITY

Internal consistency reliability (Cronbach's alpha) was calculated for each of the twenty **Manager View/360** scales. These moderately high coefficients range from .71 to .91 establishing the reliability of the instrument. The average test re-test reliability over a 3-month period across all 20 scales is .65.

Manager View 360 Competency	Mean	SD	Reliability
Communication			
Listening	25.91	5.08	.84
Two-Way Feedback	26.46	5.19	.76
Written Communication	26.50	5.54	.90
Oral Communication	27.74	4.52	.82
Oral Presentation	26.93	4.78	.73
Vision/Goal Setting	25.91	5.15	.83
Task/Project Management			
Planning/Organizing	26.45	5.16	.71
Delegation	26.51	4.92	.81
Follow-Up/Administrative Control	25.18	5.15	.87
Performance Appraisal	25.10	5.75	.83
Team Building/Team Development	26.32	5.62	.86
Recognizing/Rewarding	26.27	5.68	.91
Interpersonal			
Interpersonal Sensitivity	27.19	5.57	.87
Negotiation/Conflict Management	25.74	5.46	.81
Performance Management	25.85	5.07	.87
Coaching/Developing Talent	26.42	5.12	.78
Leadership/Influence	25.84	5.07	.80
Employee Involvement	25.81	5.32	.81
Problem Solving			
Problem Analysis	26.33	4.84	.78
Decisiveness/Judgment	27.24	4.68	.80

PERFORMANCE VIEW 360 RELIABILITY & VALIDITY

Internal consistency reliability (Cronbach's alpha) was calculated for each of the twenty **Performance View/360** scales. These moderately high coefficients range from .70 to .90 establishing the reliability of the instrument. The average test re-test reliability over a 3-month period across all 14 scales is .66.

Performance View 360 Competency	Mean	SD	Reliability
Communication			
Listening	28.00	4.45	.84
Two-Way Feedback	28.55	4.80	.76
Written Communication	28.20	4.95	.90
Oral Communication	28.55	4.45	.82
Oral Presentation	27.90	4.55	.73
Task/Project Management			
Planning/Organizing	28.55	4.80	.70
Project Management	29.10	4.80	.82
Strategic Problem Solving	28.10	4.70	.78
Decisiveness/Judgment	28.45	4.35	.80
Interpersonal			
Collaboration	29.35	4.50	.80
Interpersonal Sensitivity	29.45	4.90	.87
Negotiation/Conflict Management	27.80	4.80	.81
Team Support	28.40	4.65	.80
Leadership/Influence	27.65	5.00	.80

Factor Analysis of Manager View/360

A principle components factors analysis with Varimax rotation was calculated for Manager View 360 pilot data. A three factor solution emerged (Eigen values greater than .85) supporting a leadership role composed of task/leadership practices, interpersonal relations and communications.

Principal-Components Analysis (PC) with Varimax Rotation

Variable	Communality	*	Factor	Eigenvalue	Pct of Var	Cum Pct
LISTEN	.77634	*	1	14.13685	70.7	70.7
FEEDBK	.79424	*	2	1.24223	6.2	76.9
DOCUM	.82338	*	3	.85709	4.3	81.2
COMM	.88765	*				
PRESENT	.83363	*				
GOAL	.83241	*				
PLAN	.84653	*				
DELEG	.77386	*				
ADMIN	.86024	*				
PAS	.73155	*				
TEAM	.85288	*				
REWARD	.77656	*				
SENS	.86110	*				
CONFLT	.84480	*				
DISCP	.78496	*				
COACH	.81931	*				
LEAD	.81323	*				
INVOLV	.79200	*				
ANAL	.77162	*				
DECIS	.75987	*				

Rotated Factor Matrix:

	FACTOR 1	FACTOR 2	FACTOR 3
SENS	.87483		
CONFLT	.82164		
TEAM	.79282		
REWARD	.77079		
INVOLV	.75396		
COACH	.73285		
FEEDBK	.72351		
LISTEN	.69915		
DISCP	.68471	.51340	
LEAD	.67342		
ADMIN		.83039	
PLAN		.81391	
PAS	.50541	.67258	
DELEG		.67097	
GOAL	.50864	.64897	
DECIS		.62410	
ANAL		.61585	
DOCUM			.85387
COMM			.77179
PRESENT			.67006

Communications
Factor

Task/Leadership
Factor

Communications
Factor

CRITERION RELATED VALIDITY OF MANAGER VIEW 360

Manager View/360 has shown criterion-related validity with performance several published studies (Nowack, 2001, 1992, 1997). For example, in the 1997 study with 144 managers participating in an assessment center, self and manager ratings of **Manager View/360** demonstrated significant associations with overall assessor ratings during the center ($r=.25$, $p < .01$) and overall performance on an objectively scored in-basket simulation exercise ($r=.28$, $p < .01$).

INTERCORRELATIONS BETWEEN MANAGER VIEW 360 SCALES

Statistical analyses were conducted to determine the relationship among the **Manager View/360** scales (N=996). Pearson correlation coefficients were calculated between the twenty scales. These correlations ranged from .37 to .84 (all p 's $< .01$). These Intercorrelations suggest that the scales are only modestly independent of each other. In general, respondents who score high on one scale might also tend to score high on some of the other **Manager View/360** scales.

MANAGER VIEW 360 NORMS

Norms for the **Manager View/360** have been established with over 12,500 full-time working professionals diverse private, public and not-for-profit industries including, government, non-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 (73.9%) with a mean age of 39.9. 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).

OTHER RELATED 360 FEEDBACK PUBLICATIONS

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- Nowack, K. (2001). Gender differences in self-other ratings in multi-rater feedback. Unpublished manuscript.
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