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Manager View 360 (MV360)

Vendor:

Envisia Learning Inc.
3435 Ocean Park Blvd. Suite 203
Santa Monica, CA 90405
(310) 452-5130
www.envisialearning.com

Author:

Kenneth Nowack, Ph.D.
President/Chief Research Officer
(310) 452-5130
ken@envisialearning.com

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I. Descriptive Information

a. **Author(s):** Kenneth Nowack, Ph.D.

b. **Vendor:** Envisia Learning, Inc., Santa Monica, CA

c. **Copyright date(s):** 1994, 1997, 2009

d. **Statement of Purpose:**

Manager View 360 (MV360) was developed to facilitate increased supervisory and managerial competence by providing a comparison of self and other perceptions to 20 critical competencies based on job analyses of managers in diverse industries. **Manager View 360** is ideal for use in coaching, management development, supervisory training, employee development programs, career development, and succession planning interventions. It can be used either alone, or in conjunction, with other assessment tools and methods.

It is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotions, salary review, or termination.

e. **Target Audience:** Supervisors, Managers and Director job levels.

f. **Cost:** \$350.00/participant (Includes online administration, scoring, reporting, co-branding of the report, rater categories, unlimited invitation of raters, secure website for project administrators to track/monitor progress and use of our online coaching system **Momentor**).

g. **Scoring Process:** Self-perceptions are compared to those of other rater groups for each of the 20 competencies and all scoring and reporting is automated online. MV360 uses either average/relative scoring or standardized scoring (t-scores or z-scores) based on North American, European or International norms. Normative scores can also be calculated based on the organization using MV360 for selected participants (e.g., high performing and high potential leaders). All scoring and reporting process is automated using the Envisia Learning, Inc., 360-feedback administration and scoring system.

h. **Certification process:** Envisia Learning Inc. does not require a certification process for purchase of Manager View 360 (MV360) but does offer advanced training on the use and interpretation of this assessment.

i. Instrument Length:

Manager View 360 (MV360) consists of:

- Four competency groups (Performance Management, Interpersonal, Problem Solving & Communication)
- 20 competencies
- 5 items/questions within each competency
- 100 items/questions in total

j. **Item Response Format:** Manager View 360 utilizes a frequency rating scale of observed behaviors and a "Not Observable" if not applicable or possible to observe the behavior.

- 1 = To an Extremely Small Extent
- 2 = To a Very Small Extent
- 3 = To a Small Extent
- 4 = To a Moderate Extent
- 5 = To a Large Extent
- 6 = To a Very Large Extent
- 7 = To an Extremely Large Extent
- NA = Not Observable or Not Applicable

k. **Customization Options:** Manager View 360 (MV360) can be customized in three ways: 1) Questionnaire; 2) Languages; and 3) Report Options

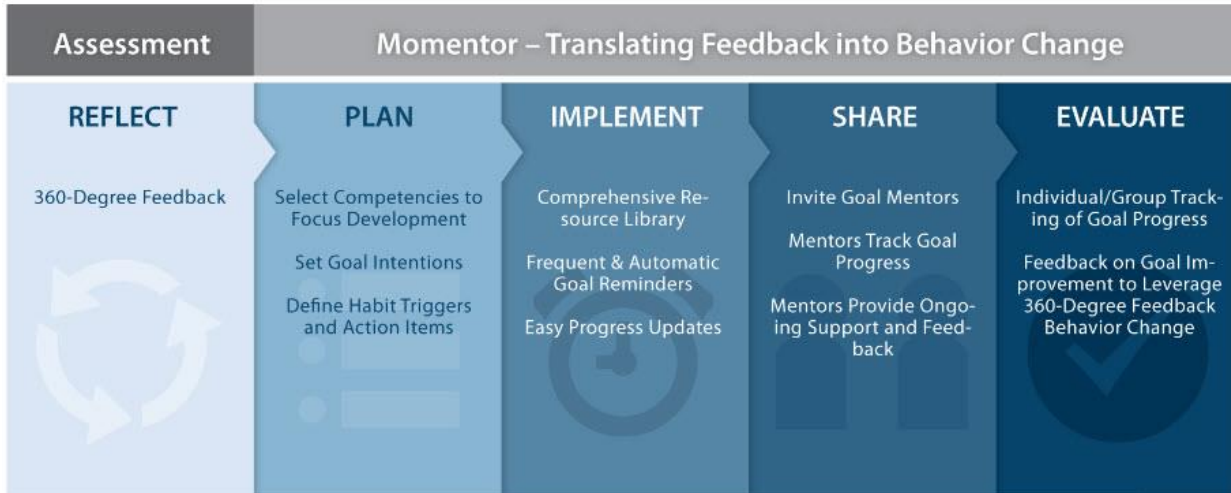
QUESTIONNAIRE: Customers can choose to insert their own competencies, questions and response scale into Envisia's Custom View 360 administrative engine or select a subset of the existing MV360 competencies to use. The administration system used to generate the feedback report can be completely customized to allow for any rater labels that are requested by consultants or his/her clients, co-branding of a client's logo and use of average, standardized norms or company specific norms.

LANGUAGES: The MV360 online questionnaire and feedback report is available in a number of languages including: Spanish, Portuguese, Bulgarian, Danish, Swedish, French, German, Greek, Hungarian, Polish, Lithuanian, Serbian and Turkish.

REPORT OPTIONS: MV360 has flexibility to provide various report options including the following:

- Over/Under Estimation Report (Johari Window View)
- Self-Other Comparisons by Rater Categories (Competency Group, Competency and Question Level)
 - Line, Bar or Spider Graphs
 - Average or Normative Scores (t-scores or z-scores)
- Most/Least Frequent Behaviors
- Rater Agreement Index
- Open Ended Question Summary
- Time Series Report Summary (Compares Change in Scores Over Time)
- Group/Team Composite Report (Summary of a project, group or team)

MOMENTOR INTEGRATION



Momentor is a web based learning system that allows employees to create and monitor his/her executive development plan online as well as hosting a comprehensive competency based resource center (leadership readings, books, developmental suggestions, websites, and resources) to support Manager View 360 (MV360). **Momentor** will allow all 360 participants to access a specific learning center with a password. The subscription to this learning center will be for 12 months.

Development Resource Library: Momentor resource library provides a comprehensive source of readings, websites, media, and suggestions to facilitate your client's development.

Development Suggestions: For each assessment tool, specific developmental suggestions or tips are provided for your client to try on the job to enhance their effectiveness.

Development Planning "Wizard": Our development "wizard" will walk your client through their assessment report and provide a structured way to allowing them to focus on those behaviors that are most important.

Automated Reminders: Momentor allows your client to select how often they want the system to send them reminders about due dates on their development plan. As a coach,

consultant or trainer you will also have the option of receiving daily emails summarizing development plan updates for your clients.

Development Journal: Momentor provides an opportunity for participants to maintain a confidential journal to reflect on their reactions and feelings about their developmental journey.

Coaching Feedback: You will have access to all of your clients' development plans as they are created and updated. You will be able to monitor their progress and add comments.

Momentor allows the participant's manager, coach or mentors to track and monitor progress on the development plan. All managers and coaches will also have access to the same competency based resource library as the participant using **Momentor**.

- I. Type(s) of Raters:** Manager View 360 can be completed by up to *10 separate rater groups* but typically include such categories as the following below. These rater categories can be labeled and customized for coaches to meet the unique needs of their 360-degree feedback intervention.

Example Rater Categories:

- *Self*
- *Manager*
- *Direct Report*
- *Peers*
- *Team Members*

II. Research Information

a. Item Origins

Manager View 360 (MV360) 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) Performance Management; and (4) Problem Solving. 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 their content and working was done resulting in the copyrighted 1994 100-item version. The assessment construction conforms to the accepted standards for test development from numerous professional associations including APA/AERA/NCME.

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 7,500 full-time working professionals diverse private, public and not-for-profit industries including, government, non-profit health, entertainment, communications, production, biotech, sales, retail, banking/finance, engineering, health care/health services, education, technology services, professional services, accounting, computer, public utilities, construction, Pharmaceutical/Medical, manufacturing, and aerospace organizations.

The current normative sample consists of employees that are primarily male (58.8%) with a mean age of 39.9. This sample is relatively well educated (8% with high school or other, 21.9% with a high school diploma, 29.3% with a Bachelors, 39.8% with a Masters or doctorate degree) and ethnically diverse (10.3% Asian, 10.3% African American, 65.7% Caucasian, 5.6% Hispanic, 3.1% Not Disclosed and 5.0% Other).

MANAGER VIEW 360 RELIABILITY & VALIDITY

Internal consistency reliability (Cronbach's alpha) was calculated for each of the twenty **Manager View 360** scales (N=6,631). 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 .72.

A principal components factor analysis (Varimax procedure) on the 20 MV360 scales has indicated that three major factors emerge accounting for 81% of the variance in the scales. Factor 1, which accounted for 71% of the variance included 10 scales with Sensitivity/Diversity loading highest (.87). Factor II, which accounted for 6% of the variance, included 7 scales with Administrative Control/Follow-Up loading highest (.87). Factor III, which accounted for 4% of the variance, included 3 scales with Written Communication loading highest (.85). Additional factor analytic procedures on diverse samples appears to replicate this basic factor structure suggesting that MV360 can be characterized as a leadership assessment measuring task, interpersonal and communication factors.

Manager View 360 Means, SD and Reliabilities (N=6,855)

Manager View 360 Competency	Mean	SD	Reliability ¹
Communication			
Listening	5.28	1.04	.86
Two-Way Feedback	5.41	1.10	.92
Written Communication	5.64	1.03	.90
Oral Communication	5.63	.96	.82
Oral Presentation	5.52	1.01	.89
Vision/Goal Setting	5.38	5.15	.83
Task/Project Management			
Planning/Organizing	5.49	1.05	.91
Delegation	5.48	1.03	.81
Follow-Up/Administrative Control	5.40	1.07	.87
Performance Appraisal	5.33	1.15	.83
Team Building/Team Development	5.39	1.17	.86
Recognizing/Rewarding	5.35	1.18	.91
Interpersonal			
Interpersonal Sensitivity	5.51	1.17	.87
Negotiation/Conflict Management	5.22	1.19	.81
Performance Management	5.32	1.12	.87
Coaching/Developing Talent	5.45	1.09	.92
Leadership/Influence	5.33	1.09	.80
Employee Involvement	5.33	1.56	.81
Problem Solving			
Problem Analysis	5.45	1.04	.92
Decisiveness/Judgment	5.59	.98	.90

¹Cronbach's Alpha

b. Scale Definition

MANAGER VIEW 360 COMPETENCIES/DEFINITIONS

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, identifies alternative solutions, and develops specific actions.

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

c. 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

- *Develops both short & long-range plans that consider relevant cost, schedule, & resource information.*
- *Effectively schedules work activities & tasks.*

d. Caution Statement:

Manager View 360 was designed to provide targeted feedback to respondents across 20 managerial competencies and most appropriately used for the supervisory, managerial and senior leadership job families. It is recommended that MV360 be used for developmental purposes such as supervisory training, management development, career management and executive coaching. Practitioners using MV360 are cautioned that 360-degree feedback processes can elicit strong emotional reactions and behavioral consequences in those receiving feedback. Caution should be used in the possible misinterpretation of the feedback results and potential adverse emotional reactions of some individuals to feedback that does not match their self-perceptions.

Envisia Learning, Inc. endeavors to conform to the professional test development standards, which recommend that all assessments be sold only to individuals who can demonstrate that they can demonstrate that they have adequate knowledge, training, experience and skills for their effective use and interpretation. MV360 can be adequately administered, scored and interpreted with the aid of the user's manual and interpretation guides available from Envisia Learning, Inc.

Manager View 360 cautions against probable misuses, misinterpretations, and adverse, unintended consequences of using the assessment on both the report cover that is provided to the participant as well as in our training and interpretation manuals:

"The Manager View360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination."

e. MV360 Publications and References

Nowack, K. & Mashihi, S. (2012). Evidence Based Answers to 15 Questions about Leveraging 360-Degree Feedback. *Consulting Psychology Journal: Practice and Research*, 64, 3, 157-182 (APA Consulting Psychology Division--Elliott Jaques Best Paper Award for 2012).

Nowack, K. (2010). Leveraging Multirater Feedback to Facilitate Successful Behavioral Change. *Consulting Psychology Journal: Practice and Research* 61, 280-297

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Nowack, K.M. (1997). Self-ratings as a predictor of assessment center performance. *Journal of Social Behavior and Personality*, 12, 145-166.

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Nowack, K. and Wimer, S. (1997). Coaching for human performance. *Training and Development*, 51, 28-32.

Nowack, K. (1994). The secrets of succession: Focusing on development in succession planning systems. *Training & Development Journal*, 48, 49-54.

Nowack, K. (1992). Self-assessment and rater-assessment as a dimension of management development. *Human Resources Development Quarterly*, 3, 141-155.

Nowack, K. (1993). 360-Degree feedback: It takes two to know one. *Training & Development Journal*, 47, 69-72

III. Training Information

- a. Sample Copy of the Instrument**
- b. Sample Feedback Report**
- c. Support Materials**

Support for the Participant

- Understanding and Interpreting Your 360 Feedback Report
- Participant Workshop: Interpreting and Using Manager View 360 for Professional Development

Support for the Trainer

- MV360 Facilitator Guide
- MV360 Interpretation PowerPoint Deck
- Mommentor Developmental Planning Guide
- Facilitator/Coach Workshop: Interpreting and Using Manager View 360 for Leadership Development