

LevelSet: Early Feedback

A comprehensive view into the New Leader's navigation of organizational culture, key relationships, knowledge acquisition, and team effectiveness.



- Assessment validated to predict New Leader success in role (as measured by in-position longevity of 18 months or more)
- Web-enabled feedback provided early in tenure
- Rater groups:
 - Self (New Leader)
 - Hiring Manager
 - Peers
 - Direct Reports
 - Skip-level Reports (as appropriate)
 - Others (those who impact, or are impacted by, the New Leader's operation)
- High cost of New Leader failure (conservatively 2-3 times that of New Leader salary)
- New Leaders must manage paradoxical expectations:
 - Quick and productive ramp-up vs. patience in learning operation and organization
 - Decisiveness vs. high-quality decision-making
 - Demonstrating competence vs. seeking input
- Honest feedback is the key to effective role navigation and course-correction
- New Leader identifies raters
- Hiring Manager and Human Resources Partner review rater list and suggest additions
- At least 75% rater participation required for survey close (Leader OnBoarding conducts follow-up to engage those raters)
- Anonymous and confidential report document provided to Qualified *LevelSet* Facilitators (to be shared with New Leader)
- Early in tenure (7-9 weeks) to allow New Leader to identify gaps and course-correct
- Up to 25 raters from 6 stakeholder groups
- 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
- Progress monitored with optional second *LevelSet* administration (if indicated)