# Leadership Feedback – FAQ

## FAQ - To you as an HR specialist

**Can this be used as a data point in performance management reviews, and be a data point for comp & ben-processes?**

Yes, this data can be used in performance management reviews, but as always when it comes to compensation and benefits – feedback processes should never be too tightly connected to compensation since that can take the honesty and development out of the process.

The main purpose of this data is aimed at helping the individual leader to be more effective and to create accountability for behavior change/development. A low score always indicates that there is an obstacle or problem that will make that team less effective. But it does not necessarily mean the individual leader is doing a bad job. We have seen low scores in unhappy teams, in teams that don't fully agree with a change and in teams that are not competent enough to do their work independently. Some of these teams' leaders wasn't necessarily doing a bad job that meant that they shouldn't get the same raise in salary as everyone else. But at the same time, the scores indicated that those leaders had things to deal to help the team/organization to be more effective.

These scores should never be used in a vacuum and when interpreting a single data point caution should be used. Talks needs to happen between the leader and the leaders leader, plans needs to be made and progress needs to be followed up. To to use these scores for comp & ben purposes, we strongly recommend looking also at how an individual leader is progressing and developing her or his team over time.

**Can we integrate with our HR system?**

As of today, we do not have an open API to leadership feedback.

**Can we relate the scores to any other scores, for example ENPS?**

The total scores from a review is 0-100. The closer to 100, the more aligned are the leader with the current group needs in the way she or he is leading them. In this way, the scores are a leading indicator to what lagging scores you would see in a yearly engagement survey for example. Leadership is the one most critical work environment aspect, so we are expecting quite high correlations between leadership feedback scores and other people measurements and scores.

**How often shall we do this kind of review?**

Leadership Feedback is designed to be used multiple times over a year, ideally three to four times. It is not intended as a "one off" truth teller of who is a good leader and who is not. The value of the product is in the insights it can give individual leaders and organizations over time. Of course, this also depends upon the specific circumstances for your organization and purposes – it could be used one time but then the potential value would be much lower in terms of positive organizational outcomes (higher performance, increased engagement, better managed culture and accelerated strategy).

**When adding people in the system, what does it mean to give someone "Dashboard Access"?**

Giving someone "Dashboard Access" simply means you are inviting them to use Leadership Feedback as a user (leader). That means they receive an invite from the system allowing them to login to the platform. If you only want a person to give (and not receive) feedback they don't have to have dashboard access. But a leader that receives feedback from his or her team needs dashboard access to be able to use the product.

**How should "Level" be understood? What does Level 1, Level 2 etc mean in the system?**

The "levels" you see when looking at your dashboard and "leadership scores" are simply your organization´s hierarchy. But depending on what kind of user you are you will see different things. As an HR user with admin rights, you will see a true representation of your organizations reporting relations, at level 1 will be the highest ranked leader (CEO) that are using the product, at level 2 you will find the leaders reporting to that leader and so on.

If you use Leadership Feedback as a leader (for your own leadership development), level 1 will be the leader reporting to you, level 2 will be the leaders reporting to them and so on. This means that different users will find different people on the levels, and not all users will have access to all levels (you will never see the levels above you in the hierarchy if you are not an HR admin user or the highest ranked leader).

**I would like to add some custom questions or areas for feedback, is this possible?**

In order to make leadership feedback efficient and relevant for all leadership roles, used multiple times over a year and focus on behavior change we have chosen to measure the most critical performance areas for leadership that can also be linked to group effectiveness. All four of these areas are always relevant, and to some extent interlinked. The four areas also cover (maybe in other words than you are using) the behavior expression of all existing leadership competencies. Therefore, the removal of one area

would hurt the validity and relevance of the feedback and we do not make it possible to take away any questions.

Also, in order for this product to be used multiple times over a year, we have decided not to make it possible to add questions. This is to avoid lengthy questionaries that takes time and effort away from the work itself.

**What is in it for me?**

It helps you and your department to get access to new insights and from there take a more strategical position that can help you help your organization becoming more effective and a better place to work. Leadership feedback helps your teams and your leaders structuring the feedback process and connect it to performance, but also HR to know how they can improve things even further. What trainings would be most relevant? Where are you strong, where are your weaknesses as a company? Are there certain parts of the organization that works better than others? Can you create learning within the organization based on that? How prepared are you for upcoming strategic changes that involves behavior change?