

SUNY 360 Leadership Inventory for 2015: Results Summary

Presented by Krista Leitch Walker
All Administrators Meeting
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Reminder: 360s are tools that...

- **Identify strengths and development needs**
- Help leaders determine whether they are learning the skills and perspectives important for success
- **Uncover potential blocks to development – flaws or failures that could lead to derailment**
- Focus on what is “changeable”

Participation Results

Total number of participants = 123 (Administrators, Chairs & pilot unit team)

- Observers = 1,342 of 1,470 invited
- Bosses = 120
- Direct Reports = 509
- Peers = 411
- Other = 302

Total observers = 1,342 completed

- Average of 11 observers for each participant
- Completion rate for our project: 93%
- Over 91% of the observers completed the survey.
- Over 94% of the items were answered.

Group Reports Created

By Division

- Academic Affairs
- Administrative & Fiscal Services
- Advancement & Community Engagement
- Student Services
- Office of the President

By Role

- Associate SVPs & VPs
- Deputy Chiefs & Chiefs
- Deans
- Department Chairs
- Directors
- Senior Vice Presidents
- Vice President/Provosts

Administrator: Summary Results

Competency Area	All	Relationship - Mean
Leading with effective decisions	4.56	Self – 4.35 Boss – 4.64 Direct Report – 4.51 Peer – 4.57 Other 4.65
Leading by developing others	4.58	Self – 4.34 Boss – 4.66 Direct Report – 4.50 Peer – 4.58 Other – 4.67

Administrator: Summary Results

Competency Area	All	Relationship - Mean
Leading by advocating and developing the College	4.58	Self – 4.30 Boss – 4.65 Direct Report – 4.53 Peer – 4.57 Other – 4.67
Leading by building effective relationships	4.54	Self – 4.35 Boss – 4.56 Direct Report – 4.43 Peer – 4.55 Other – 4.63

Strengths (Top 10, high to low)

Item Text	All
Is honest and ethical in all actions.	4.75
Shows respect for others.	4.73
Considerate of individual differences such as cultures, values and styles	4.67
Expresses college values clearly.	4.66
Works effectively with stakeholders across the community.	4.66
Helps improve the college by developing one's own professional knowledge.	4.66
Persistently pursues ways to further the college mission.	4.65
Aligns goals and resources in order to support college priorities.	4.65
Maintains a college-wide systems perspective when solving problems.	4.64

Development Needs (Bottom 10, low to high)

Item Text	All
Seeks feedback on one's own performance and adjusts behavior.	4.29
Find ways to fund new programs.	4.38
Demonstrates deep knowledge of the college, such as its history and culture.	4.42
Uses influence wisely to create a positive work climate.	4.45
Uses time effectively, employing skills such as planning and delegating.	4.45
Effectively manages personal stress.	4.46
Manages conflict and change by relating well with different viewpoints.	4.46
Initiates a budget strategy to guide effective use of staff and resources in support of program goals.	4.65
Develops and sustains team work and cooperation.	4.64

Blind Spots

Mean self-rating is higher than observers

Item Text	Self	All	Gap
Accepts responsibility for taking risks and making difficult decisions.	4.68	4.56	0.11
Is honest and ethical in all decisions.	4.84	4.75	0.09
Develops and sustains teamwork and cooperation.	4.51	4.48	0.03
Fosters professional development for everyone.	4.59	4.58	0.01

Blind Spots

Mean self-rating is lower than observers

Item Text	Self	All	Gap
Effectively manages personal stress.	3.85	4.46	-0.61
Uses time effectively, employing skills such as planning and delegating.	3.90	4.45	-0.55
Conveys ideas clearly when speaking.	4.14	4.59	-0.45
Helps others align their goals with the primary teaching and learning goals of the college.	4.12	4.55	-0.43
Finds new ways to fund new programs.	3.96	4.38	-0.42

MC Custom Inquiries

	Item Text	All
1.	Holds employees accountable for meeting performance standards and addresses performance issues in a timely manner.	4.43
2.	Sets aside any qualms or fears in order to do what needs to be done, while willingly confronting uncertainty.	4.53
3.	Efficiently and expeditiously responds and adapts to changing situations.	4.53
4.	Foresees changes within his/her fields and/or disciplines and articulates the potential future.	4.54
5.	Recognizes and celebrates the accomplishments and contributions of others.	4.55
6.	Focuses and guides others to achieve personal, team, unit and college objectives.	4.55
7.	Creates and fosters an environment where people from “all walks of organizational life” work together to achieve common goals.	4.56
8.	Demonstrates a mindfulness and emphasis on the whole institution (e.g., “One College” approach).	4.71
9.	Adheres to and supports College policies and procedures, including collective bargaining agreements (i.e., union contracts).	4.72