



CLS360
THE NEW EDGE IN LEADERSHIP



Avant *Australia's Leading MDO*
mutual group

Future Leaders – Developing Leaders Through Behaviour Feedback

Sydney | 14th May 2014

Tracey Lane
General Manager, Human Resources, Avant Mutual Group

Mike Armour
Learning Manager, Avant Mutual Group

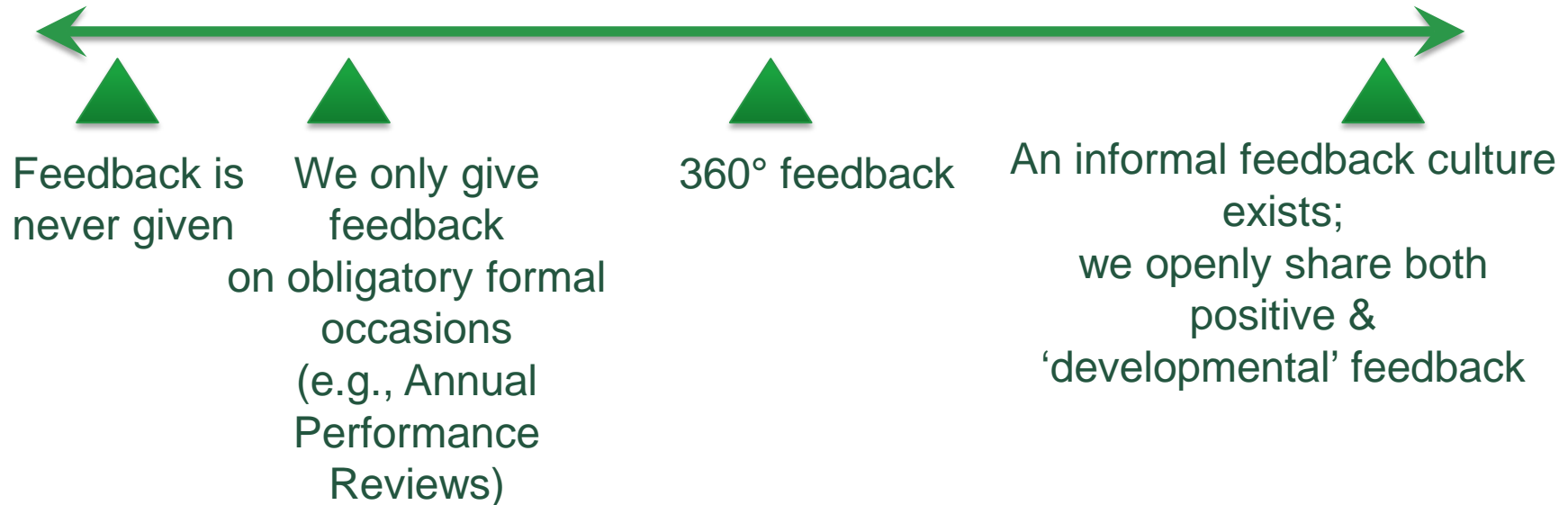
Quentin Jones & Margherita Larné-Jones
Directors, CLS360 Pty. Ltd.



CLS360
THE NEW EDGE IN LEADERSHIP

Introduction and Overview

Feedback in your Organisation



What is 360° feedback?



- The scientific community refers to 360° instruments as *multirater* or *multisource* feedback.
- Feedback that goes beyond self-appraisal to include:
 - The Higher-Level Manager
 - Direct Reports
 - Peers
 - Internal Customers, etc.
- That is, feedback from all parties *around* the person, encompassing a 360° circle, hence the name.
- 360° feedback addresses one of the most common and fundamentally justified criticisms of the one-sided evaluation by a single person.

Why measure leadership behaviour?



- Research shows self awareness is critical to change and improvement.
- Structured and accurate feedback via 360° survey tools can enable awareness, inform development strategies, and improve leadership effectiveness.

- People are **poor self-raters** when it comes to their performance as leaders (Hogan et al., 1994).
- Employees and close colleagues are **best to observe and assess** leadership behaviour (Morgeson et al., 2005).
- A 360° yields the best information about the performance of a leader, and the **subordinates are the best source** of information (Halverson et al., 2002; Hogan, 2006).
- The fact that a 360° exercise is organised sends out an important message, namely that the organisation considers **leadership to be important** (Smither et al., 1995).

- **Repeating** the 360° feedback exercise and meticulous supervision leads to improvement (Siefert & Yukl, 2010).
- A 360° exercise is perceived as **more objective** and is more accepted as a process (McEvoy & Buller, 1987).
- Meta-analytic findings suggest **significant change** in behavior but the effect sizes are typically modest and when **done poorly** may lead to both disengagement and a decline in performance (Nowack & Mashihi, 2012; Atwater et al., 1995; Hazucha et al., 1993; Reilly et al., 1996; Smither et al., 1995).

- 360° feedback combined with a **follow-up discussion** and coaching yields the best results (Hazucha et al., 1993; Walker & Smither, 1999; Finn et al., 2007).
- 360° instrument works best for those who **overestimate themselves** (Hegarty, 1974; Atwater, 1995; Fleenor et al., 1996; Johnson & Ferstl, 1999; Reilly et al., 1996; Smither et al., 2004).
- The more **specifically** the behaviour was described; the greater the tendency was to do something about it (Smither et al., 1995).

- **Unfavourable feedback (but not too much)** is more likely to motivate improvement than positive feedback, if the feedback process is well administered (Reilly et al., 1996; Walker & Smither, 1999).
- A 360° exercise can be a useful means of stimulating an open search for feedback, a part of a **stimulating feedback environment** (Anseel & Lievens, 2007).

- The deployment of various rating sources, including a 360° instrument, is a good means of stopping (previously) successful **psychopaths** from attaining important leadership positions (Babiak & Hare, 2006).

Source: Patrick Vermeren (2014), *Around Leadership*

Personal Experience of Feedback

Tracey Lane | 15 May 2014

Context & Personal Experience of Feedback

Strategic role of leadership development i.e., why Avant is investing in developing leaders

Rationale for the program (Mike will elaborate the structure and detail of Avant's leadership development program next)

Personal story of how multiple 360 feedback changed my leadership style. Heart felt journey of self discovery and why you are committed to the idea of straight feedback to prompt transformation.

Avant Overview

Who are we?



Where are we today?

Market Leader



- | Australia's largest Medical Defence Organisation
- | Good, growing niche health insurance business
- | Respected brand with Doctors
- | Loyal members
- |

Financially Strong



- | Strong capital position , with net assets \$800m+
- | Good capital & financial management disciplines
- |

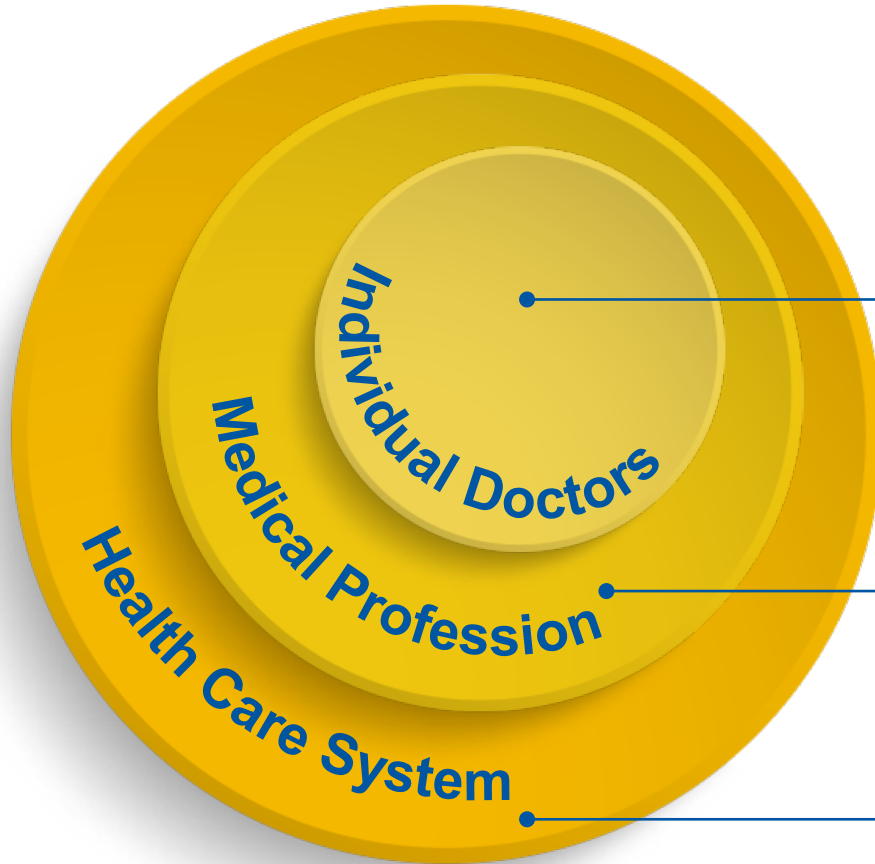
High engagement culture



- | Engaged team
- | High expertise
- | A good place to work
- |



Why do we exist?



- | To protect doctors' registrations
- | To pool risks & health costs
- | To help doctors practice
- | "Add value" where we can



- | To protect its reputation
- | Fair & appropriate boundaries



- | To facilitate health care
- | By informing debate to make it better



Avant's Future Leader Program

Mike Armour | 15 May 2014

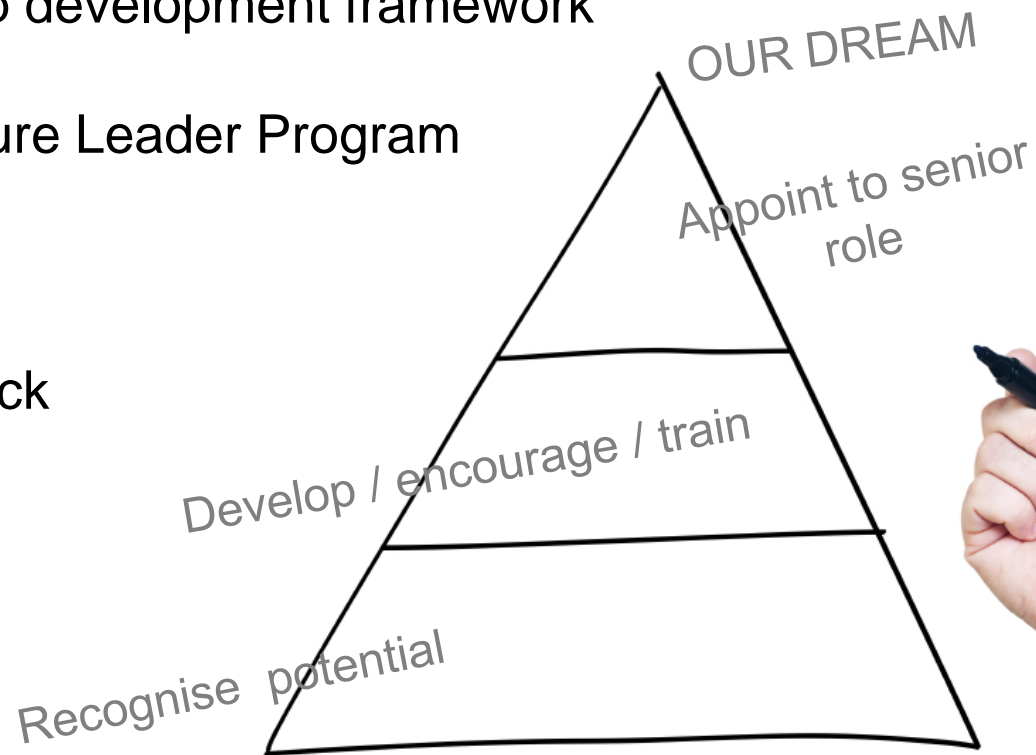
Avant's Future Leaders Program



Future Leaders

- Avant's leadership development framework
- Description of Future Leader Program
- Current status
- Participant feedback
- Outcomes

both internal and external



Dare to Dream

- Develop leadership capability
- Grow our talent pool of future leaders
- Empower, challenge and transform our people leaders



Future Leaders



Avant's Leadership Framework

Talent & Succession - selection by:

- ✓ Completion of foundation programs
- ✓ Nomination by GMs – endorsed by E-Team
- ✓ Strong performance



Leadership Essentials

Transformation into leadership



Manager Essentials

Core skills - 'how we do things at Avant'



Manager Essentials

*Two year program
for all Managers & People Leaders*

New employees



Corporate Induction

Avant's Corporate Induction program - welcomes new employees to the business; provides an overview of Avant's history, business strategy, values and organisational structure..

Future Leaders Program: Components



Future Leaders

GOAL:

Build leadership capability
Empower, challenge & transform people leaders

Experience

Implement improvement initiative

Development

Secondments (Internal or External)
Process Improvement & Strategic Alliances

YEAR 2

Experience

Overseas study tour

Development

Organisational change & agility
Strategic management

YEAR 1

Future Leaders Program



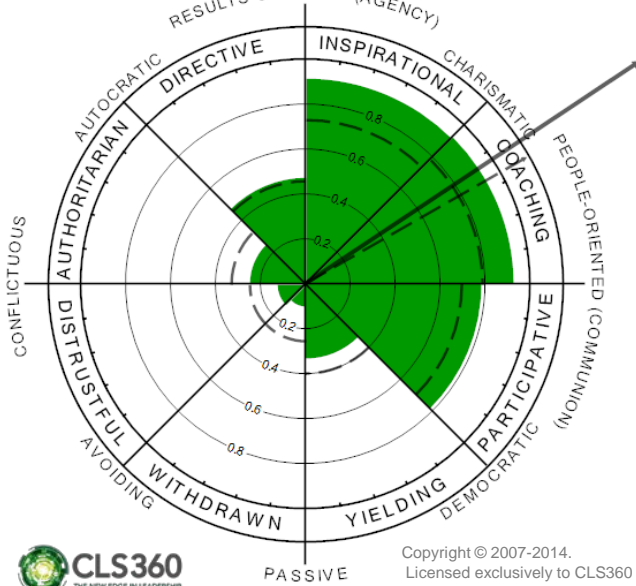
Future Leaders

Future Leaders - Hi-Potential Program												
YEAR	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun - Aug 14	Sep-14	Oct-14	Nov-14	Dec-14		
1		<i>Phase 1: Day 1-2</i>		<i>Phase 2: Intensive Development Program & Study Tour continues over the next eight (8) months</i>						<i>Phase 3 Review</i>		
	Future Leaders - Hi Potential Program	Admin & Logistics	Prog Launch Date: 6-7 Feb 2014 Venue: Crown Plaza Terrigal	Module 1 Strategic Frameworks 5 Days Date: 10-14 March 14 Venue: MGSM North Ryde	Module 2 *Organisational Change/Agility *Study Tour Research 3 Days Date: 27-29 May 14 Venue: MGSM CBD Campus	Study Tour Planning & Research 1 Day Date: 11 June 14 (TBC)	International Study Tour 10 Days (incl. Travel) Date: 26 September - 4 October 14	Program Review E-Team Meeting Date: 2 Dec 14	Wrap up & EOY Function			
YEAR	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
2		<i>Phase 4</i>		<i>Phase 5 - Organisational Change</i>						<i>Phase 6 - Review & Final Report</i>		
	Future Leaders - Hi Potential Program	Admin & Logistics	Planning for Secondment/ Work Experience	Module 3 Business Improvement/ Innovation 2 Days Date: March 15 Venue: MGSM City Campus	Secondments - Internal or External Assignment based on specific development needs of each individual Date: TBA	Business process change/improvement Planning for final phase Business Process Improvement Key Focus: Implementing business process change across the organisation						Final Phase Review of Program & Recommendations to E-Team on future options

Future Leaders – Group Data

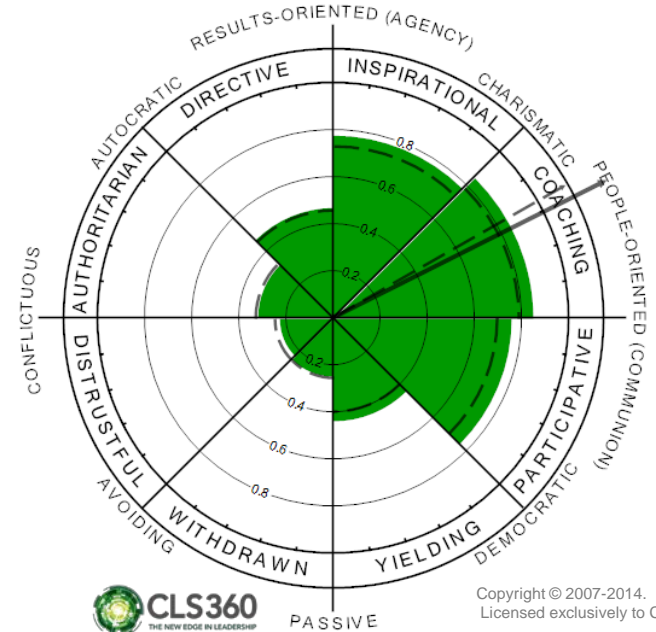


Ideal



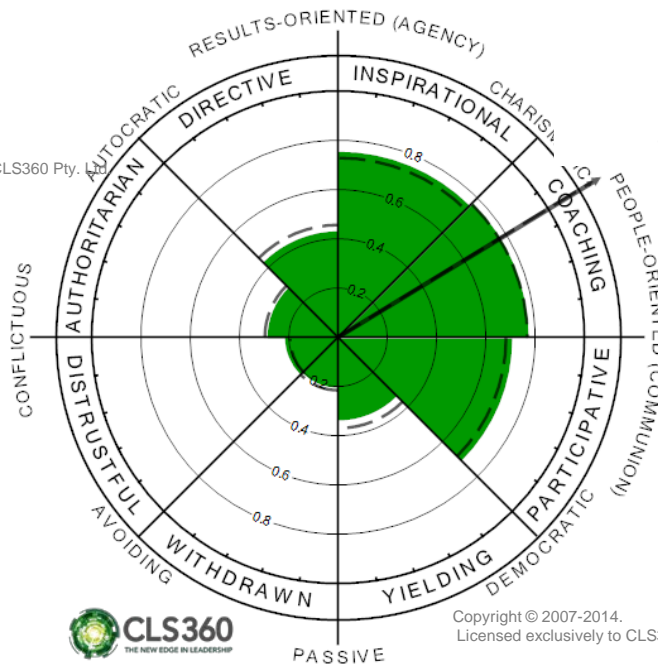
Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty.

Self



Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty. L.

Total Raters



Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty. Ltd.



Motivation
Commitment
Feedback
Support



Dare to Dream





CLS360
THE NEW EDGE IN LEADERSHIP

Measuring Leadership Interpersonal Behaviour Using the CLS360

What is leadership?



- At the core of recent leadership thinking is the idea of *influence*.
- A leader's unique role is to influence others.
- And to influence others is to interact with others, and this is expressed uniquely in a leader's interpersonal behaviour.
- Arguably, leadership is interpersonal behaviour; how leaders behave towards others and how others react in turn will determine their influence in any given situation and ultimately be the measure of them as leaders.

What is the CLS360?



- CLS360 stands for *Circumplex Leadership Scan 360°*.
- The CLS360 is an evidence-based, scientifically rigorous assessment.
- Designed specially for leaders, it measures leadership interpersonal behaviours.
- A leader's behaviour along eight different leadership styles is plotted onto an interpersonal circumplex.

The CLS360 – 4 Quadrants, 8 Styles

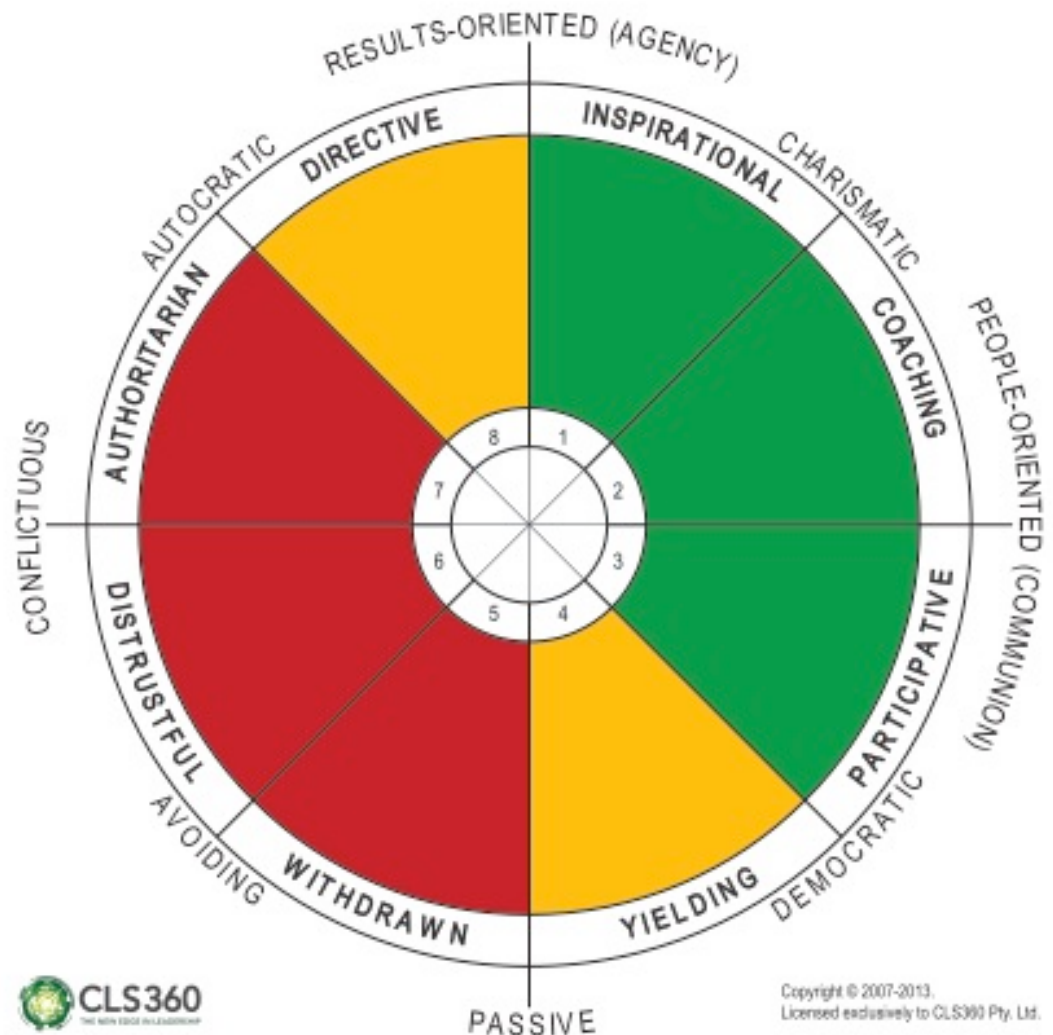


■ Quadrants:

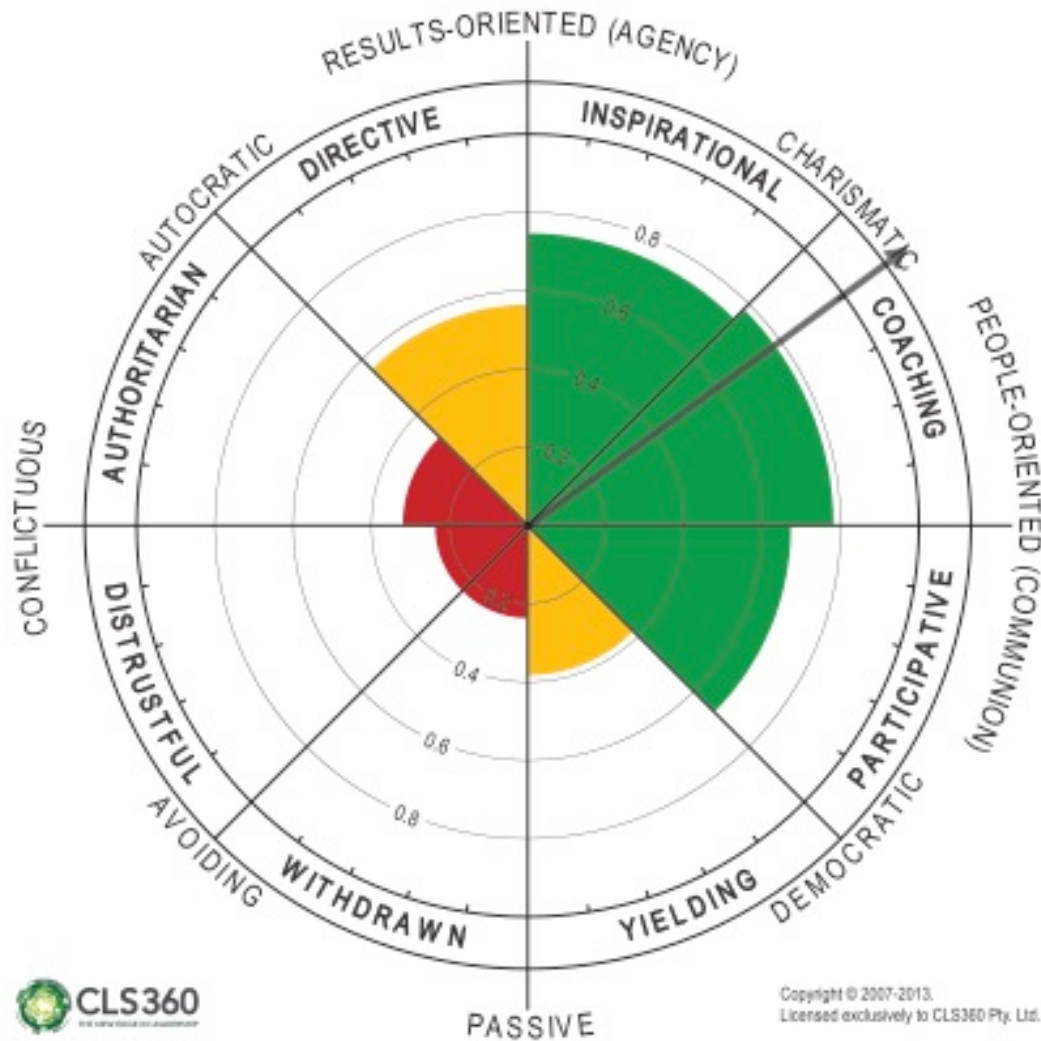
1. Charismatic
2. Democratic
3. Avoiding
4. Autocratic

■ Styles

1. Inspirational
2. Coaching
3. Participative
4. Yielding
5. Withdrawn
6. Distrustful
7. Authoritarian
8. Directive

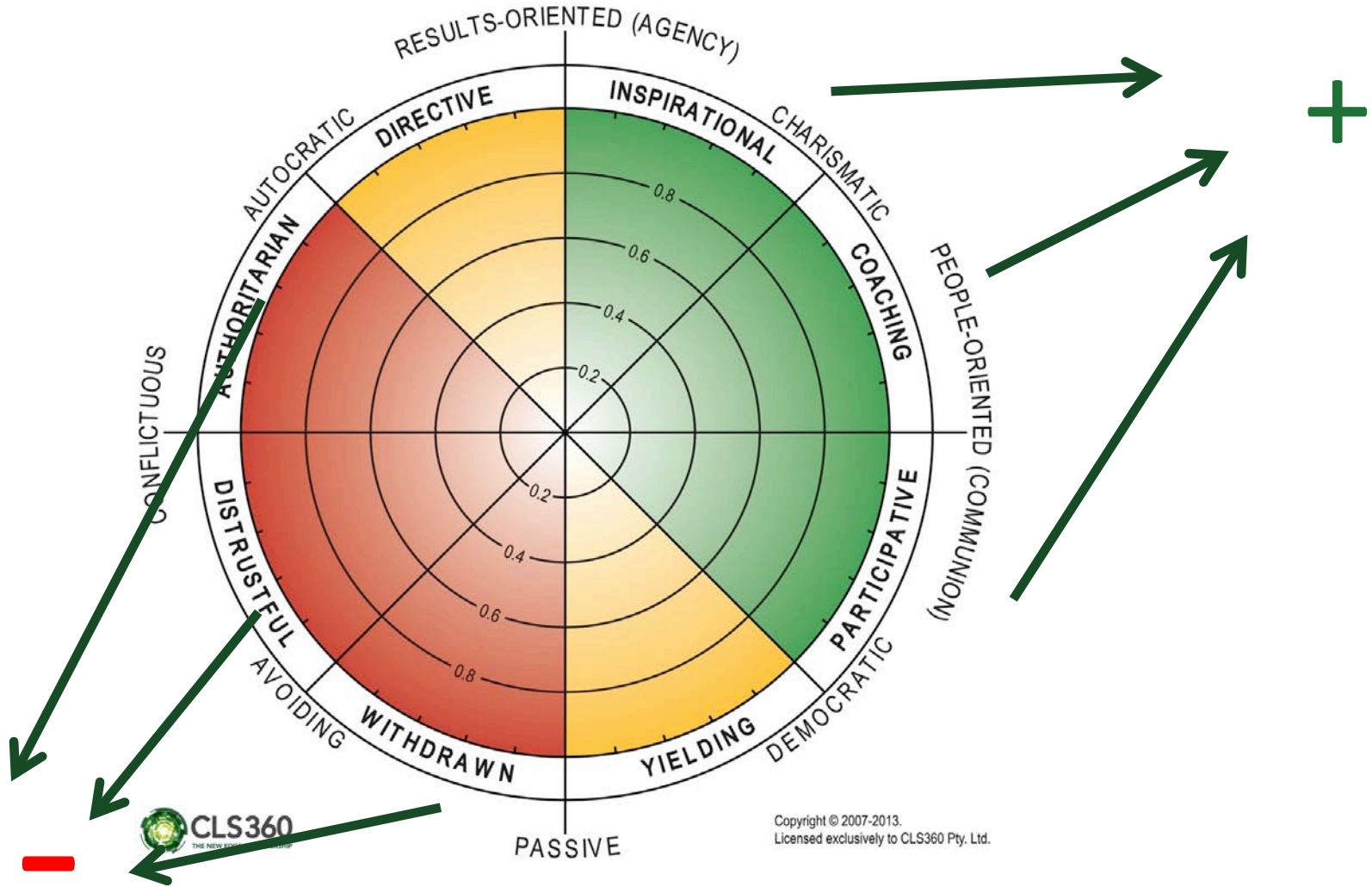


Sample CLS360 Results Plotted on the Leadership Circumplex



Copyright © 2007-2013.
Licensed exclusively to CLS360 Pty. Ltd.

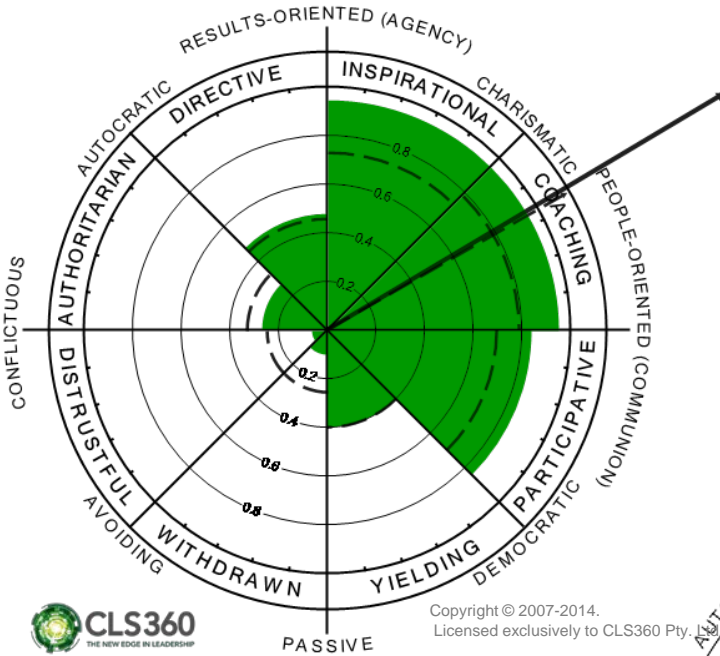
Predictive Validity: Effectiveness as Rated by Others



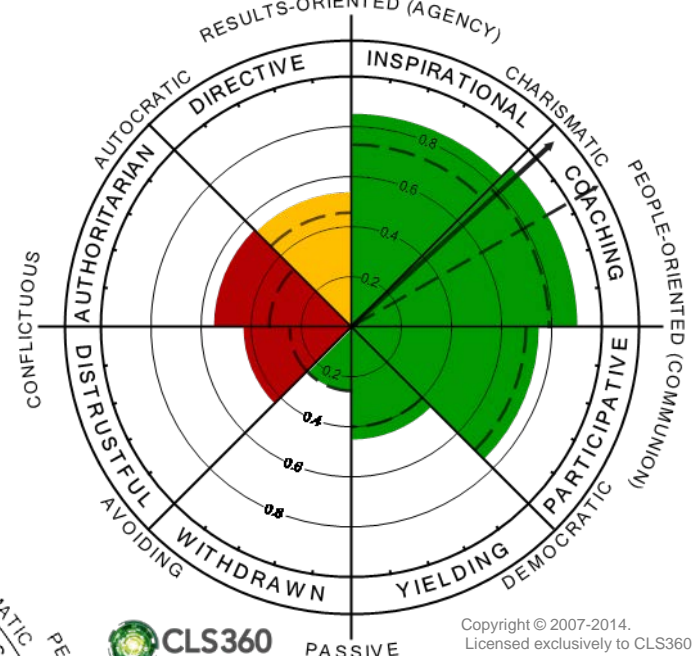
General Manager Wholesale



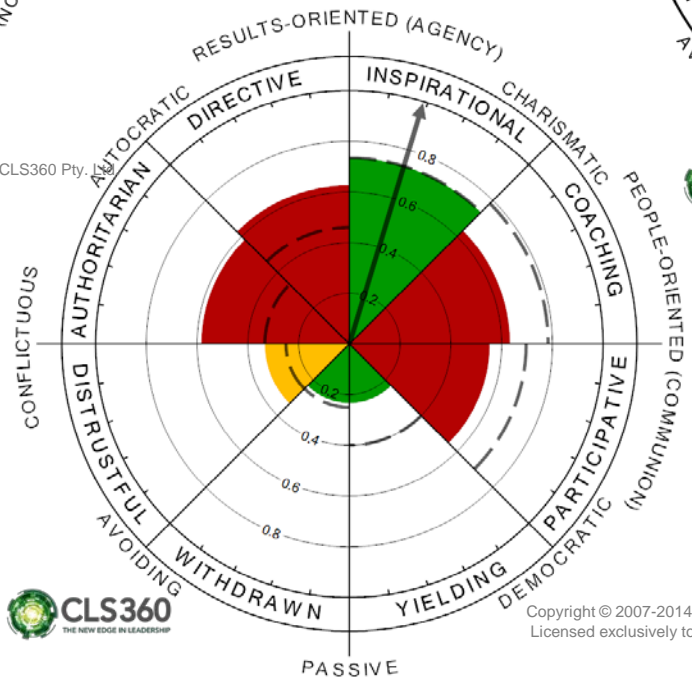
Ideal



Self



Total Raters



Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty.



Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty. L



Copyright © 2007-2014.
Licensed exclusively to CLS360 Pty. Ltd.

17-2014. Licensed exclusively to CLS360 Pty. Ltd.



CLS360
THE NEW EDGE IN LEADERSHIP

Conclusion