CLS360
THE NEW EDGE IN LEADERSHIP

CIRCUMPLEX LEADERSHIP SCAN 360°

CLS360 AT A GLANCE

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MEASURES	• Two metamotives: *Agency* and *Communion* • Four leadership quadrants: *Charismatic, Democratic, Avoiding,* and *Autocratic* • Eight leadership interpersonal behavioural styles: *Inspirational, Coaching, Participative, Yielding, Withdrawn, Distrustful, Authoritarian,* and *Directive*
WHO	Leaders with Direct Reports
CLS360 PACKAGE	• 1 x CLS360 Self-Description • 1 x CLS360 Ideal Self-Description • 25 x CLS360 Rater Descriptions • Comprehensive 70+ page Feedback Report presented in a binder
ADMINISTRATION	Surveys can be administered and completed via Desktop, Laptop, Tablet, and Smartphone.
SURVEY COMPONENTS	• 116 items measuring leadership interpersonal behaviours • Three open-ended questions
TIME TO TAKE	15-20 minutes per survey
PROCESS	• Invitations are emailed to the Leaders and their Raters asking them to complete the online survey. 1. The Leader completes a Self-Description and an Ideal Self-Description. 2. The Manager(s), Direct Reports, Peers, and Internal Customers rate the Leader. • Raters can choose to have their individual feedback displayed or remain anonymous.
REPORTING OPTIONS	• Individual Leader Feedback Report • Team Feedback Report

DEBRIEFING OPTIONS	• Two Confidential 1-to-1 Debrief Sessions OR • Workshop Group Debrief Session + Two Confidential 1-to-1 Debrief Sessions
NORMS	As of April 2016, the Australian normative database consists of 577 leaders (ranging from CEOs to supervisors) and 5801 raters.
EVIDENCE-BASED CRITERIA	**Criterion 1. THEORY** Repeated hypothesis testing and research of the CLS360 has demonstrated the circular (circumplex) structure in six European studies (2007-2012) and one Australian study (2013). **Criterion 2. STATISTICS** i. Reliability: *Internal reliability of scales* - The CLS360 scales exceed the required standard of .70 (alpha coefficient), ranging from .77 (Directive) to .91 (Coaching); ii. Reliability: *Test-retest reliability* - The CLS360 scales exceed the required standard of .70, ranging from .75 (Distrustful) to .87 (Inspirational); iii. Validity: *Convergent validity* - The CLS360 scales show strong convergence with a range of other scientifically accepted scales, and the CLS360 scales have demonstrated higher reliability; iv. Validity: *Predictive validity* - The CLS360 strongly predicts leadership outcomes such as performance and effort. **Criterion 3. PUBLISHED** The CLS360 research was originally reported in a PhD study by Marleen Redeker (Free Amsterdam University) and subsequently met the 'gold standard' when it was published in a peer-reviewed, A1 journal. See Redeker et al. (2012), Integrating Leadership: The Leadership Circumplex. *European Journal of Work and Organizational Psychology.* Available at: http://dx.doi.org/10.1080/1359432X.2012.738671