

Assessment Title

Leader360

Assessment Description

The combination of self-evaluation and feedback from others has been identified as a productive tool in leadership development. The Leader360 (LDR360) is an assessment of a leader's effectiveness on observable behaviors associated with Army leader competencies and attributes from multiple perspectives of individuals who observe the leader (e.g., peers, subordinates, and superiors) related to their own self-assessment. The LDR360 provides feedback to leaders on how well they are leading and gives them an opportunity to engage in self-development.

Who is the Army audience?

The LDR360 is intended for all officers (O-6 and below), enlisted leaders, and Department of the Army Civilians. This measure aligns with the Project Athena Leadership area.

How does the Army benefit?

Self-development is one of the Army's three leader development domains and includes the planned learning that reinforces and expands the depth and breadth of an individual's knowledge, self-awareness, and situational awareness to enhance professional competence and meet personal objectives. This is of strategic importance because the U.S. Army must develop and grow the best possible leaders to meet current and future challenges. To do this, 360-degree assessments are used to reveal hidden strengths and blind spots that affect leadership performance.

Multiple studies have shown that development in leadership skills can result in improved leadership performance. The LDR360 assesses the leadership competencies expected of all Army leaders, regardless of rank or cohort, using a comparative assessment approach. The LDR360 measures observable behaviors that are aligned with Army leadership requirements (ADP 6-22), key mission command principles (ADP 6-0), and boots-on-the-ground experience. Leaders receive honest and candid feedback on their performance and leadership effectiveness as a baseline for self-awareness. Self-awareness is considered an integral characteristic of adaptive leaders and is the foundation for leader development. Improving operational readiness depends on improving leadership. The LDR360 supports the Army's People Strategy where effective leadership is a critical component of operational success. Confident, competent, and informed leadership intensifies the effectiveness of all other elements of combat power by formulating sound operational ideas and assuring discipline and motivation in the force (FM 3-0).

What kind of feedback do students receive?

The LDR360 provides students with personalized and confidential feedback on their leadership effectiveness across the ten Army leadership competencies. Students receive personalized and confidential feedback from traditional and non-traditional sources—superiors, peers, and subordinates. The instrument consists of two main scales—the Leader Behavior Scale (LBS) and the Counterproductive Leadership Scale (CLS)—and two open-ended questions. While the focus of the LDR360 is on capturing positive aspects of a leader's performance, it also assesses the frequency with which a leader exhibits counterproductive leadership behaviors (i.e., toxic leadership). ADP 6-22 defines counterproductive leadership as the demonstration of leader behaviors that violate one or more of the Army's core leader competencies or Army Values, preventing a climate conducive to mission accomplishment. The feedback increases self-awareness by identifying gaps in perception and by providing specific information regarding a leader's strengths and developmental needs. Armed with this critical information, they can continue to grow and develop as an Army leader. Army research has shown that self-awareness is related to increased leadership effectiveness. Developmental resources tied directly to these ADP 6-22 competencies are offered through the CAPL website and FM 6-22.

The majority of leaders in CCC who completed the LDR360, found it to be useful. Specifically, 69% reported that it helped them identify their strengths, 68% reported that it helped them identify developmental needs, and 63% felt it was relevant to their development as a leader.

Why can the Army rely on this assessment?

The LDR360 was specifically designed to reflect Army leadership requirements and behaviors related to effective performance and unit readiness. The instrument has been used by the Army since 2008 and was developed by Army scientists and seasoned leaders after extensive validation and research using actual Army leaders and units. Army research has shown the competencies and behaviors assessed by the LDR360 are strongly related to leadership effectiveness and unit readiness.

Fact Sheet Supporting Information and Sources

The following psychometric analyses were conducted using assessments from nearly 250,000 Army leaders from 2012–2019.

Psychometrics—Reliability

The LDR360 displays good reliability (i.e., how consistently a construct is measured by an assessment) across the 10 competencies from the Army leadership requirements model. Strong Cronbach's alpha levels were found within each competency, demonstrating items related to that competency are assessing the same aspect of leadership. The resulting alpha coefficients for the 10 leadership competencies are reported below.

LDR360	Leads Others	Builds Trust	Extends Influence	Leads by Example	Communicates	Creates Positive Environment	Prepares Self	Develops Leaders	Stewards the Profession	Gets Results
Cronbach's Alpha ^A	0.88	0.86	0.88	NR	0.80	0.85	0.79	NR	NR	0.82

Note: NR—No reliability estimate as there is only one test item for this competency.

Psychometrics—Validity

For test validity (i.e., the degree to which the assessment measures what it was designed to measure), the LDR360 demonstrated excellent levels of validity across the 10 leader competencies. Individual competencies were correlated with the criterion rating of how strongly the individual “is an effective leader”. Resulting levels of criterion-related validity for the leadership competencies are reported below.

LDR360	Leads Others	Builds Trust	Extends Influence	Leads by Example	Communicates	Creates Positive Environment	Prepares Self	Develops Leaders	Stewards the Profession	Gets Results
Criterion-Related Validity ^B	0.66	0.55	0.57	0.45	0.47	0.50	0.76	0.43	0.46	0.74

The LDR360 self-assessments demonstrated moderate correlations with the Marlowe-Crowne Social Desirability Scale ($r_s = .30-.35$) suggesting that respondents from CCC engaged in some impression management while completing their self-assessments ^C.

Notes

A: Reliability Metric—Cronbach's Alphas: Poor (0.5–0.6), Questionable (0.6–0.7), Acceptable (0.7–0.8), Good (0.8–0.9), and Excellent (> 0.9)

B: Validity Metric—Correlation Categories: Poor ($r < .10$), Acceptable ($r = 0.11–0.30$), and Excellent ($r = 0.31–1.0$)

C. Social Desirability Metric—Correlation Categories: Small ($r = .10-.29$), Medium ($r = 0.30–0.49$), and Large ($r = 0.50–1.0$)

References

- Conger, J. (2004). Developing Leadership Capability: What's inside the Black Box? *The Academy of Management Executive* 18(3), 136–139.
- Crowne, D. P., & Marlowe, D. (1960). A new scale of social desirability independent of psychopathology. *Journal of Consulting Psychology*, 24(4) 349–354. doi: 10.1037/h0047358.
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*. 25. 63–82.
- Hardison, C. M., Zaydman, M., Oluwatola, T., Saavedra A. R., Bush, T., Peterson, H., & Straus, S. G. (2015). *360-degree assessments. Are they the right tool for the U. S. Military?* Retrieved online on 10.13.20 from https://www.rand.org/content/dam/rand/pubs/research_reports/RR900/RR998/RAND_RR998.pdf.
- Headquarters, Department of the Army. (2019). Army Doctrine Publication 6-22, *Army Leadership and the Profession*.
- The Army Training and Leader Development Panel Officer Study Report to the Army*. (2003). Fort Leavenworth, KS: Combined Arms Center.