

# AGILE LEADER 360 FACT SHEET

## Overview

The Agile Leader 360 is a comprehensive multi-rater feedback tool designed to measure the competencies and behaviours associated with agile leadership effectiveness. The Agile Leader 360 Report provides a real time look at an individual attitude, behaviour, and performance and is commonly used for development purposes, offering constructive feedback and helping to set priorities for improvement.

Purpose: The Agile Leader 360 can be used for professional development, leadership development, talent management and more targeted coaching around agile leadership skills.

Language available: English (British), English (UK), and German. Additional languages are being added regularly and available upon request. Please contact us at [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) for an updated list of currently available languages.

## Certification

### What are the requirements to use the Agile Leader 360 report?

Individuals must have completed the Agile Leader 360 certification webinar. They also must be approximately certified and/or trained to meet local requirements.

### Is feedback required for participants?

Participant feedback is highly recommended and is in line with best practice. 360 results can have a significant impact on the participant and therefore feedback is important.

## General Information

### Once the Subject and Evaluator Nomination Form is received how long until the survey is launched (invitations sent)?

Invitations would be sent out within 1 business day of receiving a standard order.

### Is the client notified when the survey is launched and the invitation emails are sent to evaluators?

Yes, the client contact will be informed when the initial email invitations have been sent. They will also be provided with a link to access a dashboard to review completion status.

### Do system sent emails ever go into the spam/junk folder?

Whilst we take steps to alleviate emails being caught in spam/junk folders, organisational security levels vary, and as a precaution we recommend organisations seek clarification from their IT division and request that the system email address is "whitelisted". Refer to the whitelisting section in this document. Please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) for further information or to [download the full document for the IT division](#).

### How long does it take to complete the survey?

Each survey takes approximately 15 to 20 minutes to complete.

### Are the responses confidential?

Responses are confidential for all non-manager rater categories. Data for raters in those categories (e.g. peers and direct reports) will not be presented if there is only one evaluator in that group; however, the data will be included in the overall item ratings and theme scores.

### If a rater begins to complete a survey and is unable to finish (interrupted, etc), can they log back in to finish? And is the login process the same when they log back in?

The survey automatically saves the last page they were up to. Once logged into the survey platform, they will be able to resume incomplete evaluations from this point.

### Can the data collection deadline be extended if the completion rate is not satisfactory?

Yes, prior to closing the survey we will liaise with the client to confirm they would like the survey closed.

### How will the written comments appear?

The comments will appear in the report verbatim. We suggest reviewing the open comments before providing the contents of the report to the subject.

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## **How will the organisation receive the completed report/s?**

The final report will be emailed as a PDF to the client contact listed when ordering. A qualified provider should provide the subject with feedback on his or her report in person or via email.

## **How long does it take for the report to be generated once the data has been collected and the survey closed?**

Standard reports are delivered 72 hours from close of data collection.

## **Can you suppress the benchmarks and group average from the report?**

Yes, you can choose this option when ordering.

## **When will invoicing occur?**

The invoicing will occur at the launch of the survey, as at this time PBC incurs costs from our technology supplier.

## **Is access to completion rates throughout the survey available?**

Access to the system is available through an online dashboard, this is a standard feature and a link is sent once the survey is launched.

## **Evaluators (Raters)**

### **Are evaluators forced to answer every question?**

No, in the rate on scale section (first 50 items) there is a Not Applicable option. In the ranked options (Strengths and Opportunities) selection they are required to select a minimum of one strength and one opportunity.

### **How will evaluators be contacted?**

All email correspondence will be sent from [support@agileleader360.com](mailto:support@agileleader360.com)

### **What is the minimum number of evaluators required?**

We recommend 8-15 evaluators. A report cannot be produced with less than five evaluators.

### **Is there the minimum number of evaluators required?**

For a standard report, a maximum of five evaluator groups (excluding Self) can be provided. Normally this includes three evaluator groups. We are able to provide up to five evaluator groups (excluding self) at no extra charge. These evaluator groups are completely customisable. Some examples are provided below:

Example 1: Self, Manager/s, Peer, Report, Stakeholder, Others

Example 2: Self, Manager/s, One-up Manager, Peer, Report, Others

Example 3: Self, Partner, Senior Counsel, Senior Associate, Peer, Report

If you require more than five evaluator groups, there will be additional costs, this will require scoping.

### **If the subject has two managers how will this appear on the report?**

The combined manager rating will appear or there is also the option to have multiple manager categories which is often seen in talent programs.

### **Can evaluator categories be added/changed (e.g. add "Other" or change Managers to "Partners")?**

Yes, however, there are certain limitations to the number of characters that can fit into the column space on the report. e.g. Stakeholder (Stkhldr).

### **If a customised report is developed, is there a maximum number of a rater groups? Or a maximum number of evaluators allowed?**

It is possible to generate a report with more than 5 evaluator categories, however, the additional programming and report format change will take time and incur a charge.

Please note that we recommend 8-15 evaluators in total. It is important to select evaluators who have a day to day working relationship with the person they are providing feedback on, otherwise, evaluators may not have the in-depth knowledge required to answer the questionnaire.

### **Can evaluators receive communications and complete the questionnaire in a language separate to that ordered?**

Yes, if notified before launching we are able to set certain evaluators to receive communications in any of our available languages.

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## Report/Questionnaire

### Why does the Agile Leader 360 questionnaire use a 7-point scale?

The 7-point scale is preferred as it provides greater scope for rating. Whilst a 5-point scale is regularly used, you will see a lot more variation in 360 ratings using a 7-point scale. Additionally, the work by Nunnally 1978, "Psychometric Theory" indicates that the 7-point scale is slightly better than the 5-point scale.

### Is the sample report provided based on real data?

Yes, this is based on real data. The subject has provided permission to use their report data.

### How is the "Agile Leader 360 Score" near the top right of page 3 on the sample report derived?

It is an average of the responses for the 50 items, excluding the self-evaluation.

#### Name

Hannah Sample

#### Agile Leader 360 Score

5.9

#### No. of Raters

10

### Where did the 26 items for the Top Opportunities and Top Strengths come from?

These tables were developed from over 3,000 360's qualitative responses about managers' strengths and opportunities.

### On the "Top Strengths/Opportunities to Improve" pages of the report, can you please explain the four columns with numbers in more depth? How are each of these numbers derived? What is the total score?

Each evaluator selected their top 4 opportunities for the participant to improve from the list, their first choice is given a score of 4 points, second 3 points, third 2 points, and fourth 1 point. The total score column is the sum of the weighted scores from all evaluators for each item. The global average column is the benchmark rank for each item. The group rank only appears if a group report has been generated; it contains the rank for each item for the group. The Your Rank column is the rank of each item sorted by the *Total Score*. The items in these tables appear in descending order of *Total Score*.

## Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Strengths	Total Score
6	1	Has a positive and enthusiastic attitude	22
11	2	Builds effective relationships	19
14	3	Has strong people skills	14
8	4	Is customer focused, and good with clients	13
4	5	Has a professional approach	7
19	6	Suggests new and innovative ideas	5
26	7	Motivates and inspires others	4
22	7	Good sense of humour	4

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## **Do you have development recommendations for each of the “Top Opportunities”?**

Yes, the Agile Leader 360 Development Reference Guide provides key questions to ask the participants and development activities for each of the “Top Opportunity” items.

## **Are evaluator comments able to be divided into evaluator groups (peers, direct reports, etc.)?**

Yes, this is a standard feature. Note: where there is only one evaluator in a non-manager rater group all non-manager comments will be combined.

## **When the subject only has 2 direct report evaluators, will their open-ended comments be provided?**

Yes, open-ended comments are always provided verbatim, they are also broken down by rater category. Where there is only one evaluator in a non-manager evaluator group (such as ‘direct report’) all non-manager comments will be combined.

## **Are the open-text comments edited before the report is generated?**

No, the open-text comments are included in the report verbatim. We suggest reviewing the open comments before providing the contents of the report to the participant.

## **Can the report page sequence or development plan be changed?**

Yes, the order of the pages in the Agile Leader 360 report can be changed to meet specific client requirements. The Development Plan page can be customised to be consistent with the organisation’s terminology.

## **Can a copy of the report be produced for a participant in an additional language?**

Yes, included in the price; standard individual reports can be delivered in two available languages. If report generation in additional languages is required, there will be an additional charge. Only applicable to published languages, please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) to confirm available languages.

## **Group Reporting**

### **Is there a group report to aggregate the findings for a team or group?**

Individual Agile Leader 360 results can be combined to create an Agile Leader 360 Group Report. The Agile Leader 360 Group Report captures data from multiple individuals and generates scores for the group to highlight group-level strengths and opportunities and can be used to help inform priorities for leadership and team development programs.

### **Is there a minimum number needed to generate the Agile Leader 360 Group Report?**

A minimum of 3 participants are required to complete the Agile Leader 360 to generate a group report.

## **Summary report**

The Agile Leader 360 Summary Report compares individual scores from participants in the group in a side-by-side layout for ease of comparison and works as a complement to the Agile Leader 360 Group Report.

### **Is there a minimum number needed to generate the Agile Leader 360 Summary Report?**

A minimum of 3 participants are required to complete the Agile Leader 360 to generate an Agile Leader 360 Summary Report.

## **System Questions**

### **Is access to completion rates throughout the survey available?**

Access to the system is available through an online dashboard, this is a standard feature and a link is sent once the survey is launched.

### **Is there a group report to aggregate the findings for a team or group?**

Yes, the Agile Leader 360 administrative “Super User” access is available for high volume users. The platform will streamline the assessment process and help maximise the utilisation of the Agile Leader 360 tool. The Super User platform provides your company the flexibility to self-administer the end to end Agile Leader 360 process, including;

- Manage Subjects and Evaluators
- Send invitations and schedule reminders
- View a live rater response and schedule reminders
- View a live rater response read-only dashboard and provide this to selected colleagues
- Download final reports

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## **Do system sent emails ever go into the spam/junk folder?**

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## **Whitelisting and Password Reset**

The details below should be provided to the organisation's IT division to ensure that all security clearances are provided for PBC email servers and assessment sites. If the IT division has further requests for information, please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) or [download the full document for the IT division](#).

### **Assessment Emails**

Email addresses from which emails will be directed to assessment participants and organisations.

These should be whitelisted:

[support@agileleader360.com](mailto:support@agileleader360.com)

[surveys@peterberry.com.au](mailto:surveys@peterberry.com.au)

[noreply@qumailserver.com](mailto:noreply@qumailserver.com)

The following IP addresses are for the mail servers involved in provision of the Agile Leader 360 assessment and support requests. These should be whitelisted.

192.41.90.131

74.206.109.38

66.35.37.111

162.247.216.50

162.247.217.50

162.247.218.50

162.247.219.50

203.58.97.212

### **Website Addresses**

The following web addresses are used for assessments and their components. These should be approved for web access.

[pbc360.eu.qualtrics.com](http://pbc360.eu.qualtrics.com)

[pbcusei.co1.qualtrics.com](http://pbcusei.co1.qualtrics.com)

[pbc.eu.qualtrics.com](http://pbc.eu.qualtrics.com)

[qualtrics.com](http://qualtrics.com)

[agileleader360.peterberryconsultancy.com](http://agileleader360.peterberryconsultancy.com)

[peterberryconsultancy.com](http://peterberryconsultancy.com)

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## Password Issues

If a Super or Evaluator has previously logged into the survey platform, they will have been instructed to change their password to a unique one of their choice. If the user cannot remember their password, they can use the 'Forgot Password' feature, where they enter their username and request a new password. It is important that the **username** is entered, not the email address. If the Subject or Evaluator is still unable to access the survey platform they should contact their administrator or [support@agileleader360.com](mailto:support@agileleader360.com).

## Benchmarking

### How often are the benchmarks in the Agile Leader 360 updated?

The Agile Leader 360 benchmarks are updated annually to keep a contemporary benchmark representation of the global environment.

### Can you provide additional information on the international benchmark group?

Please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) for this information.

### What benchmarks are currently available?

We currently provide global benchmarks or organisational benchmarks, contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) for more information.

### Is the Agile Leader 360 repeatable?

Yes, the Agile Leader 360 provides a real-time snapshot of a leader's attitude, behaviour, and performance. Often the Agile Leader 360 is used at the start and towards the end of a leadership or talent program to identify changes.

### What do the percentiles mean in relation to cutoff scores?

Based on the set of data we have from conducting 360s, the cutoff score is the score at which one would find each percentile; e.g., 90 percent of leaders in the global benchmark fell at or below 6.0 (at the point at which the sample report was created).

## Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

10 <sup>th</sup> percentile	25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	75 <sup>th</sup> percentile	90 <sup>th</sup> percentile
4.8	5.2	5.5	5.8	6.0

### Typically scores change when evaluators change. Scores differ by industry and country due to evaluator response style. As such, how reliable are benchmark scores?

Our benchmark includes a representative sample of industries and levels. For specific projects within specific countries, that's where the group benchmark score will be most meaningful to pick up on the specific nuances on projects and cultures.

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## Item Banks

Additional benchmark items are available. The Agile Leader 360 is a versatile tool can be customised to meet an organisation's requirements. One way that the Agile Leader 360 can be customised is through adding up to 20 items to the standard set of 50 benchmarked items.

These items can be designed specifically for the organisation or can be selected from a contemporary item bank which currently includes benchmarked items for the following common competencies/capabilities.

- Change Leadership
- Change Management
- Commercial Acumen
- Digital Focus
- Diversity and Inclusion
- Judgement/Decision Making
- Managing Risk
- Project Management
- Safety leadership
- Strategic Intent

## Customisation

### Can I customise the report?

Yes, a variety of customisation options are offered at no extra charge; including client branding, adding extra rater groups (up to five), and adding 20 rate on scale questions (refer to the previous section, Item Bank).

### Can items be modified?

Minor changes are available (e.g., renaming the word "Customer" to "Client"). Major item customisation would be subject to scoping and may incur additional costs.

### Can rate on scale questions be altered, or additional questions be added to the survey?

In order to maintain the integrity of the global benchmarking, we will recommend you add items rather than replace items in the Agile Leader 360. As previously mentioned, additional rate on scale questions can be added to the Agile Leader 360 to target specific competencies, values, industries or occupations, at no additional charge. Please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) for further information on this.

### Can the scoring system's scale language be changed (e.g., 1 = Does not describe this person at all, being changed to "Low")?

Yes, it is possible, however, this would require custom programming and subject to scoping. If you would like to use global benchmarks we would need to ensure that the anchors re comparable.

### Can the competencies be customised? Is there a minimum or maximum number?

The simplest way is to add extra questions that relate to new competencies. Replacing existing competencies would mean the loss of benchmarking comparison. The Agile Leader 360 allows for additional questions which can be used to create an additional competency. Further customisation would be subject to scoping.

### Can the open-ended questions be changed? Is there a minimum or maximum number?

Yes, tis would be subject to scoping and the modifications need to be agreed upon. The current questions have been designed together to provide alignment to the open-ended questions. For the Agile Leader 360, there is a minimum of three open-ended questions and no maximum.

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## Is it possible to have an organisation's logo added to the reports?

Yes, we are able to add a logo to the reports. Client logos are also able to be added to the communication emails.

Standard logo specifications

### Supported File Types:

- JPEG/JPG
- PNG
- GIF

### Resolutions

- At 96 DPI, minimum 275 x 95 pixels
- At 150 DPI, minimum 500 x 190 pixels
- At 300 DPI, minimum 800 x 297 pixels

## Is it possible to change the tool's title from '360' to 'Multi-rater Feedback'?

There is flexible to change the wording of the platform and report from '360' to another title of choice. Please contact [info@peterberryconsultancy.com](mailto:info@peterberryconsultancy.com) to discuss options.

## Can email communications be modified?

Yes, they can be customised. This customisation is required to be completed before the Order Form is submitted.

## Security and Data Storage

### Data Use and Storage

The Agile Leader 360 data will only used by Agile Leader 360 certified personnel and accredited consultants or HR professionals. We, PBC will retain individual raw data for a period of three years. In addition, we, PBC may use anonymously held (i.e., identifying information removed) aggregated data for research purposes. All clients and related individuals, including target individuals and other-raters are responsible for complying with national and international protocols covering data use and storage.

### Access to Data

Agile Leader 360 instrument results will not be provided directly to target individuals. The Agile Leader 360 data of the target individual will also not be provided to other-raters, except in cases where the participating organisation has requested this (e.g., providing the Agile Leader 360 ratings to the target individual's manager for development purposes). The dissemination of results is the sole responsibility of the requesting organisation, additionally they are responsible for complying with national and international protocols covering data use and storage. Target individuals taking the assessments are not guaranteed access to their individual results.

### Primary Security

Personal information is stored by our software provider, who complies with global security standards. Results can only be processed by authorised personnel. Should you require more detail or have any concerns, please contact our office.

### Secondary Security

All target individuals and other-raters are provided with a unique link to access the survey platform. In addition, the raw data collected from target individuals and other-raters are encrypted. Each unique link is only valid for the target individual or other-rater who is providing 360 ratings.

### GDPR

PBC have considered the General Data Protection Regulation (the "GDPR"), which became effective on 25 May 2018. The GDPR imposes specific obligations on parties collecting, sharing or otherwise processing personal information. In addition, there have been recent updated to the Australian Privacy Act 1998. In accordance with the new data protection regulations, PBC has updated its Privacy Policy accordingly. The updated policy may be found at <https://peterberryconsultancy.com/privacy-policy/> PBC also utilise a third-party provider for the administration of its survey platform. Further details may be found at [www.qualtrics.com/privacy-statement](http://www.qualtrics.com/privacy-statement)

## Resources

- Agile Leader Certification webinar and materials
- Agile Leader Technical Manual and Administration Guide
- Agile Leader 360 Development Guide
- Agile Leader 360 Feedback Guide