

RESILIENT! 360 ©

RESILIENCE AND LEADERSHIP COMPETENCY ASSESSMENT

PURPOSE

1. Assessment and comparison of Intrapersonal and Interpersonal skills by self, managers, peers, direct reports and clients.
2. Target situation specific skill development opportunities with each of the participant's key influence groups.
3. Define the most relevant Resilience Practices for participants' career and life goals.
4. Evidence-based metrics for development planning and coaching initiatives.

STRUCTURE

1. Up to 29 competencies with four levels of skill maturity tested
2. Comparative feedback from self, managers, peers, direct reports and clients
3. Covers five disciplines:
 - a. Physical Vitality: ability to manage self care, energy and presence
 - b. Stress Mastery: ability to bounce back, rejuvenate and perform under stress
 - c. Performance Mindset: impulse control, optimism and emotional intelligence
 - d. Leadership and Influence: capacity to lead and influence
 - e. Spirit in Action: alignment of talents with work, authenticity and Flow
4. Specific comments from each rater on specific strengths and development challenges

RELIABILITY AND VALIDITY

1. All 29 Competencies have strong reliability across all rater groups
2. Items in each competency show progression in competence displayed
3. Initial confirmatory factor analysis testing acceptable to reasonable

“Overall the reliability analyses suggest that the 29 subscales and the six higher order scales across all types of rater were very reliable and therefore capture “true” scores consistently. The quality of the items used in the 360⁰ Resilience measure are a major factor contributing to the achievement of it's high reliability estimates to be congratulated.” Dr Richard Fletcher, PhD.

360 ASSESSMENT PROCESS

Resilient 360 is run on a bank-level secure online platform. The participant is invited to participate and nominates a selection of 3 or more raters from direct reports, peers, clients and other and their manager(s). The raters are automatically notified and invited to complete the questionnaire and comments boxes.

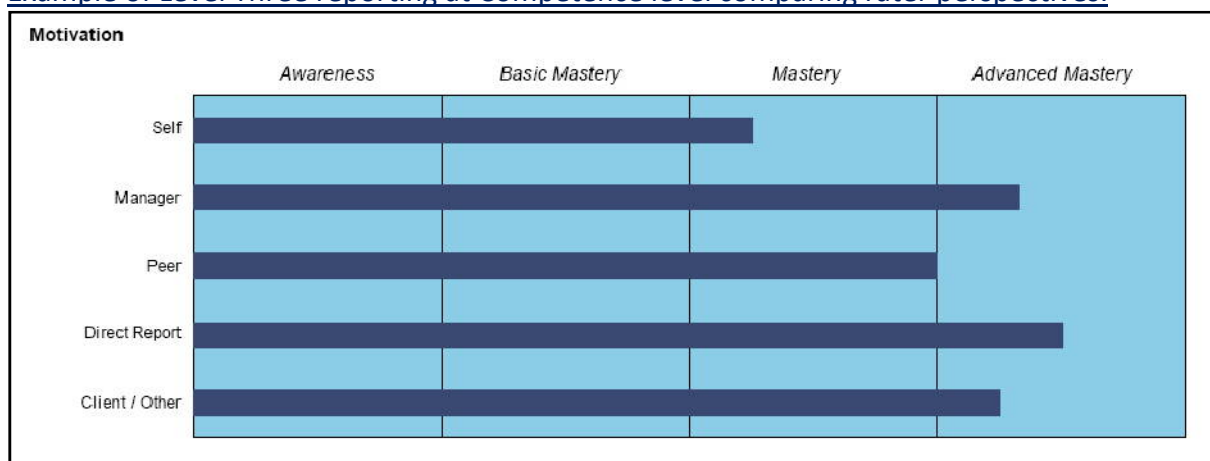
Once all responses are in the system automatically generates a report which is delivered to the participant for the feedback process.

Assistance in interpretation, analysis and development planning is provided either in a facilitated workshop or in a coaching session with one of our accredited practitioners. The report and development plan is normally linked in to our Resilient Leadership training course. The organisation receives an aggregate report identifying the group strength in each participant group.

Example of Level Two reporting at Discipline and Competence level
(blue is average of all raters and white triangle is self score)



Example of Level Three reporting at Competence level comparing rater perspectives.



PSYCHOMETRICS

Over three years 400 people have participated in the Resilient 360. Given the positive reported experiences, we selected assessments completed in 2007 (500 questionnaires) for independent psychometric analysis. This work was completed by Dr Richard Fletcher, Ph.D, MSc, BA (Hons). Richard completed full reliability testing (see table 1 below), confirmatory factor analysis (CFA) and benchmarked the model against respected Resilience research.

Reliability testing indicates very high alphas, showing that the quality of the items have resulted in an assessment that really measures what it sets out to measure. All of our competencies rate greater than the 0.7 benchmark for acceptable reliability. In addition there are very high reliability scores for each Discipline (competency grouping) and strong correlation across each rater group (clients, self, direct report, peer and manager).

“From a psychometric perspective there is much to applaud in terms of the qualities of the items and their associated reliability estimates. As reliability provides the building block for validity claims, then the resilience measure, in both its original form and its reconfigured one, is well placed to explore validity further.” Dr Richard Fletcher

Confirmatory factor analysis shows acceptable to reasonable results. Our model is well correlated with established research in Resilience and competencies can be directly correlated with those known to underpin Resilience. However, there is more work to be completed in this area once our sample size increases. We hope to be able to demonstrate high validity in a new construction of the concept of Resilience.

“Dr Hansen is to be commended for moving his 360⁰ Resilience measure towards making confident reliable decisions based on good psychometric evidence. Ultimately, the validity of this measure is what is being sought, and this is a long road on which the 360⁰ Resilience measure is now on its way.”

We can now confidently present to you a 360 assessment based on good theory with well constructed items that contribute to very high reliability at the competency and discipline level. This assessment is based on the Resilience Training now offered to thousands of executives and professionals and has also been tested across the Asia-Pacific region.

To review the full psychometric report please contact sven.hansen@resiliencei.com

Participant comments:

“Practical, real-life, applicable – one of the best courses I have been on!!!”

“Gave me a real insight into my strengths and weaknesses (and my organisation’s).”

“Challenging but not overly threatening.”

Liked best: “Self awareness and applying this knowledge to my professional and personal life.”

“..really brought into focus the most important thing – People.”

“Interesting and useful material that will make a difference to my life.”

“The learning will be ongoing and into the future.”

Table 1: Reliability scores for Resilience Disciplines (Bold) and Competencies

Rater Groups	Clients (N=59)	Direct reports (N=102)	Managers (N=106)	Peers (N=122)	Self (N=133)
Total Scores Reliability (α)	0.99	0.98	0.99	0.99	0.99
Reliability measure: α	Mean (SEM)	Mean (SEM)	Mean (SEM)	Mean (SEM)	Mean (SEM)
Physical Vitality ($\alpha=0.90$)					
Self-Care	$\alpha = 0.90 (0.85)$	$\alpha = 0.78 (0.93)$	$\alpha = 0.84 (1.00)$	$\alpha = 0.83 (0.88)$	$\alpha = 0.81 (1.10)$
Energy Management	$\alpha = 0.80 (1.06)$	$\alpha = 0.67 (1.35)$	$\alpha = 0.77 (1.18)$	$\alpha = 0.78 (1.12)$	$\alpha = 0.81 (1.05)$
Physical Presence	$\alpha = 0.87 (0.96)$	$\alpha = 0.83 (0.99)$	$\alpha = 0.82 (1.04)$	$\alpha = 0.80 (1.07)$	$\alpha = 0.71 (1.14)$
Self Mastery($\alpha=0.93$)					
Bounce Back	$\alpha = 0.80 (1.00)$	$\alpha = 0.58 (1.25)$	$\alpha = 0.86 (1.00)$	$\alpha = 0.79 (0.99)$	$\alpha = 0.81 (1.11)$
Recovery	$\alpha = 0.85 (0.93)$	$\alpha = 0.78 (1.13)$	$\alpha = 0.81 (0.97)$	$\alpha = 0.80 (1.13)$	$\alpha = 0.83 (1.07)$
Flow	$\alpha = 0.75 (1.07)$	$\alpha = 0.80 (1.20)$	$\alpha = 0.80 (1.22)$	$\alpha = 0.64 (1.29)$	$\alpha = 0.77 (1.23)$
Attention Control	$\alpha = 0.72 (1.10)$	$\alpha = 0.75 (1.20)$	$\alpha = 0.84 (1.04)$	$\alpha = 0.70 (1.18)$	$\alpha = 0.80 (1.04)$
Performance Mindset					
Awareness($\alpha=0.89$)					
Self-Awareness	$\alpha = 0.82 (1.00)$	$\alpha = 0.82 (1.01)$	$\alpha = 0.77 (0.96)$	$\alpha = 0.82 (0.95)$	$\alpha = 0.75 (1.03)$
Accurate Self-assessment	$\alpha = 0.78 (1.07)$	$\alpha = 0.83 (1.07)$	$\alpha = 0.78 (1.06)$	$\alpha = 0.75 (1.22)$	$\alpha = 0.66 (1.19)$
Self-Confidence	$\alpha = 0.78 (0.95)$	$\alpha = 0.81 (0.90)$	$\alpha = 0.73 (1.04)$	$\alpha = 0.79 (0.96)$	$\alpha = 0.75 (1.08)$
Mastery($\alpha=0.86$)					
Impulse Control	$\alpha = 0.71 (1.17)$	$\alpha = 0.76 (1.18)$	$\alpha = 0.73 (1.15)$	$\alpha = 0.77 (1.14)$	$\alpha = 0.65 (1.19)$
Emotional Regulation	$\alpha = 0.86 (0.95)$	$\alpha = 0.73 (1.21)$	$\alpha = 0.80 (0.95)$	$\alpha = 0.72 (1.10)$	$\alpha = 0.78 (1.04)$
Optimism	$\alpha = 0.82 (1.00)$	$\alpha = 0.79 (1.12)$	$\alpha = 0.81 (1.06)$	$\alpha = 0.80 (1.03)$	$\alpha = 0.73 (1.12)$
Leadership & Influence					
Social Awareness($\alpha=0.80$)					
Empathy	$\alpha = 0.79 (0.97)$	$\alpha = 0.80 (1.05)$	$\alpha = 0.78 (0.96)$	$\alpha = 0.82 (1.03)$	$\alpha = 0.71 (1.05)$
Social Cognition	$\alpha = 0.91 (0.78)$	$\alpha = 0.81 (0.97)$	$\alpha = 0.81 (0.98)$	$\alpha = 0.80 (1.01)$	$\alpha = 0.76 (1.11)$
Client Focus	$\alpha = 0.71 (1.05)$	$\alpha = 0.77 (0.98)$	$\alpha = 0.74 (0.98)$	$\alpha = 0.85 (0.96)$	$\alpha = 0.74 (1.07)$
Leadership skills($\alpha=0.95$)					
Influence	$\alpha = 0.80 (1.02)$	$\alpha = 0.82 (1.04)$	$\alpha = 0.71 (1.11)$	$\alpha = 0.77 (1.10)$	$\alpha = 0.76 (1.10)$
Coaching	$\alpha = 0.82 (1.02)$	$\alpha = 0.81 (1.03)$	$\alpha = 0.74 (1.12)$	$\alpha = 0.81 (1.05)$	$\alpha = 0.69 (1.14)$
Conflict resolution	$\alpha = 0.78 (1.58)$	$\alpha = 0.78 (1.40)$	$\alpha = 0.75 (1.46)$	$\alpha = 0.73 (1.45)$	$\alpha = 0.70 (1.39)$
Leadership Motivation	$\alpha = 0.84 (0.94)$	$\alpha = 0.88 (0.96)$	$\alpha = 0.75 (0.93)$	$\alpha = 0.84 (1.00)$	$\alpha = 0.83 (0.88)$
Teamwork	$\alpha = 0.85 (0.94)$	$\alpha = 0.86 (0.96)$	$\alpha = 0.82 (0.97)$	$\alpha = 0.86 (0.94)$	$\alpha = 0.80 (0.98)$
Transparency	$\alpha = 0.61 (1.32)$	$\alpha = 0.82 (1.15)$	$\alpha = 0.73 (1.19)$	$\alpha = 0.81 (1.21)$	$\alpha = 0.82 (1.15)$
Flexibility	$\alpha = 0.87 (0.97)$	$\alpha = 0.88 (0.96)$	$\alpha = 0.85 (0.90)$	$\alpha = 0.88 (0.97)$	$\alpha = 0.81 (0.96)$
Spirit in Action($\alpha=0.95$)					
Integrity	$\alpha = 0.82 (1.06)$	$\alpha = 0.83 (1.06)$	$\alpha = 0.70 (1.26)$	$\alpha = 0.77 (1.14)$	$\alpha = 0.72 (1.18)$
Creativity	$\alpha = 0.81 (1.01)$	$\alpha = 0.82 (1.03)$	$\alpha = 0.73 (1.10)$	$\alpha = 0.81 (1.10)$	$\alpha = 0.70 (1.11)$
Compassion	$\alpha = 0.86 (0.87)$	$\alpha = 0.88 (0.90)$	$\alpha = 0.85 (0.91)$	$\alpha = 0.84 (0.94)$	$\alpha = 0.76 (1.05)$
Purpose	$\alpha = 0.86 (0.92)$	$\alpha = 0.80 (0.97)$	$\alpha = 0.72 (1.00)$	$\alpha = 0.80 (0.93)$	$\alpha = 0.75 (1.05)$
Trust	$\alpha = 0.86 (0.90)$	$\alpha = 0.86 (0.84)$	$\alpha = 0.81 (0.93)$	$\alpha = 0.86 (0.92)$	$\alpha = 0.77 (1.03)$
Wisdom	$\alpha = 0.73 (1.13)$	$\alpha = 0.84 (1.12)$	$\alpha = 0.80 (1.19)$	$\alpha = 0.70 (1.33)$	$\alpha = 0.81 (1.18)$

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