



A LEADERSHIP DIAGNOSTIC

# EXECUTIVE 360 REVIEWS



A confidential, interview-based diagnostic for **CEOs and senior leaders** who want to strengthen execution, alignment, and accountability.

# 01 OVERVIEW.

Most executives don't lack feedback. They lack **accurate, unfiltered visibility** into how they are experienced across the organization. At the senior level, feedback becomes filtered. People hesitate. Messages soften. Signals become inconsistent.

As a result, leaders operate with partial visibility into how their behavior impacts decision-making, alignment, and execution.

## **That gap creates risk.**

Because leadership behavior, especially under pressure, directly shapes how the organization actually operates.



# 02 WHY THIS MATTERS.

Organizations do not drift because of strategy.

**They drift because of how leaders show up, and what gets reinforced over time.**

WHEN VISIBILITY IS LIMITED:

## **Misalignment**

*goes unaddressed.*

## **Trust**

*erodes quietly.*

## **Accountability**

*becomes uneven.*

## **Execution**

*becomes inconsistent.*

**This is not a feedback issue. It is an operating discipline issue.**

# 03 WHAT THIS IS.

## THIS IS NOT A SURVEY.

It is a structured, confidential diagnostic of how a leader is experienced, and how that experience impacts business performance.

## THE FOCUS IS ON:

Decision-Making

Accountability

Alignment

Leadership Under Pressure

# 04 HOW INSIGHT IS GENERATED.

This process is not technology-driven.

## It is built on direct, high-quality conversation.

Real insight comes from how people think, hesitate, and respond in dialogue, not from selecting pre-defined answers.

## PARTICIPANTS ARE NOT PASSIVE.

They provide specific, **experience-based input** about what is working, what is not, and what needs to change.

They also play a role in supporting the shifts that are identified, creating shared ownership and reinforcing accountability over time.



## 05 HOW THIS DIFFERS.

Many 360 reviews produce data, but they do not produce clarity. And without clarity, behavior does not change.

### TRADITIONAL 360s

#### The status quo:

- Survey-based
- Generalized feedback
- Limited context
- Often disconnected from business impact

### THIS APPROACH

#### A different discipline:

- Interview-driven
- Grounded in real operating dynamics
- Focused on how leadership impacts execution
- Participants help reinforce meaningful change

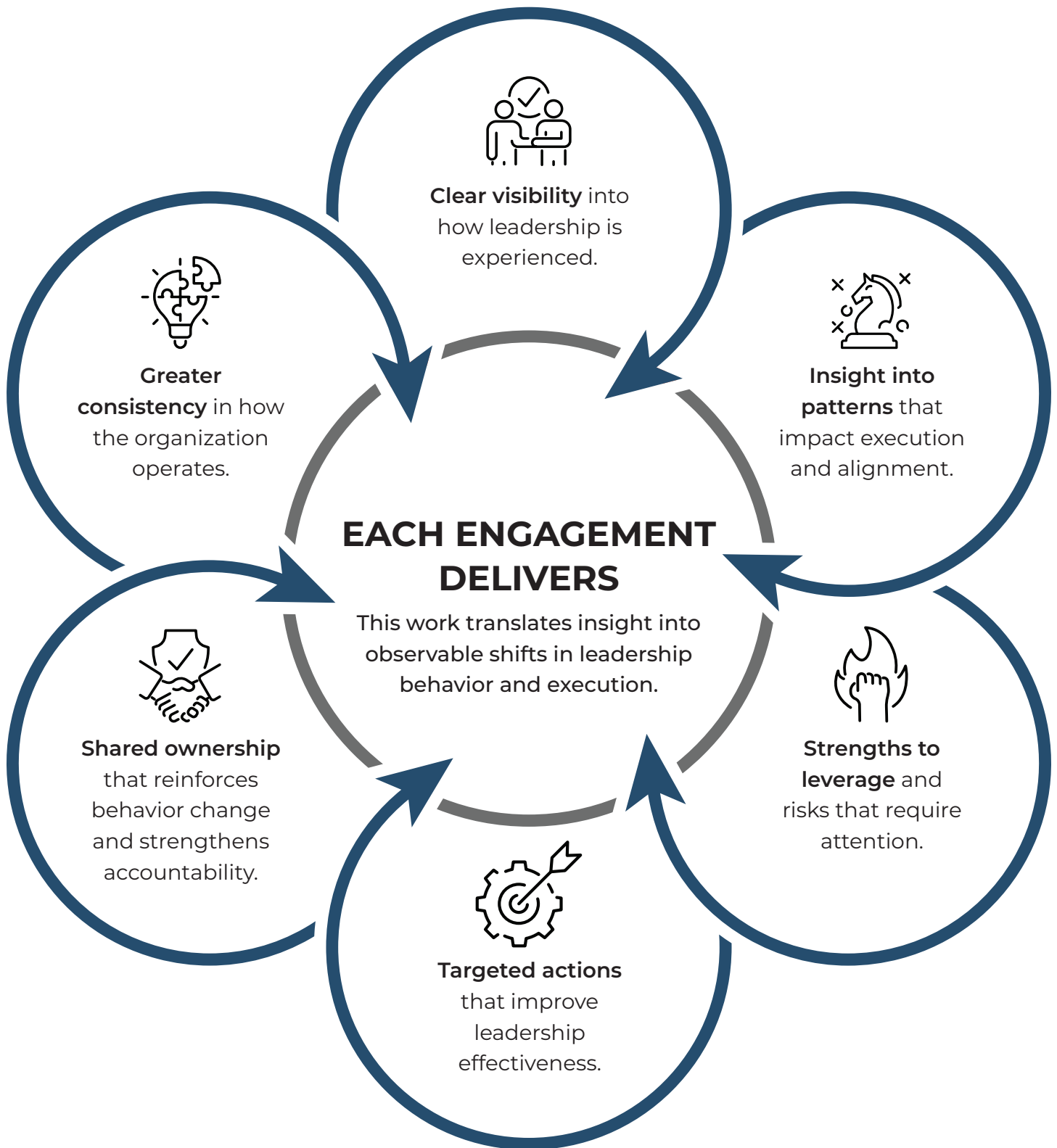
## 06 THE PROCESS.

Each engagement is designed for clarity, efficiency, and impact.

- 1 Align on business priorities and context.
- 2 Define leadership focus areas.
- 3 Select participants.
- 4 Prepare participants for candid input, and their role in supporting meaningful change.
- 5 Conduct confidential 1:1 interviews.
- 6 Synthesize clear patterns, themes, and risks.
- 7 Deliver insights and define targeted actions.

**TYPICAL TIMELINE: APPROXIMATELY 2 TO 4 WEEKS**

# 07 OUTCOMES.



## 08 WHEN THIS IS VALUABLE.



A leader has stepped into a larger or more complex role.



Leadership team alignment is unclear or inconsistent.



Feedback has been indirect or fragmented.



Performance issues exist without a clear cause.

It is also used proactively by organizations that want to maintain alignment and strengthen leadership effectiveness as they grow.



## 09 A DISCIPLINE, NOT A FIX.

**Disciplined organizations do not wait for problems to surface. They build systems that create visibility into how leadership is actually operating.** As organizations grow, complexity increases. Even strong leaders can drift without clear, consistent feedback.

### IN THESE ENVIRONMENTS, 360 REVIEWS ARE USED TO:

#### Maintain

alignment as roles expand.

#### Reinforce

accountability and leadership standards.

#### Ensure

leaders are experienced consistently across teams.

#### Strengthen

leadership effectiveness before issues surface.

#### Protect

execution as the organization scales.

This is not about fixing problems. It is about **preventing performance drift and sustaining execution over time.**

# 10 CLOSING PERSPECTIVE.

When behavior is not clearly understood, performance becomes unpredictable.

**LEADERSHIP  
BEHAVIOR SHAPES  
HOW ORGANIZATIONS  
ACTUALLY OPERATE.**

When behavior is understood and strengthened, execution becomes consistent.

## SCHEDULE A CEO CONVERSATION

Begin reshaping how your team experiences leadership, starting with a focused discussion to pinpoint the highest-impact opportunities for your organization.

