



Six Domain Leadership Survey

User's Guide

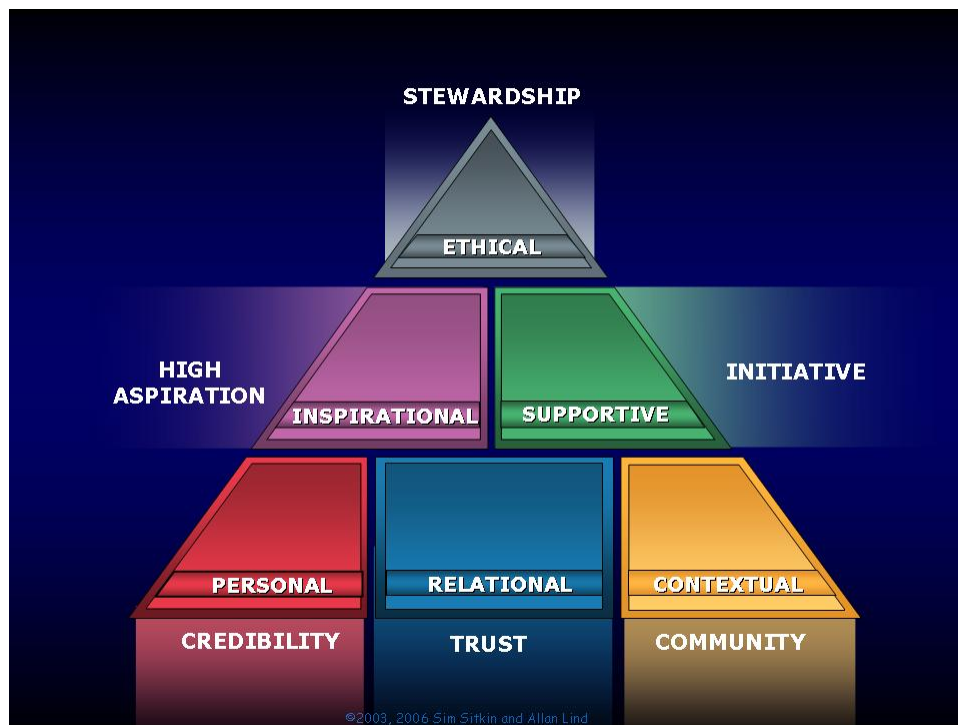
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Overview

This document provides a brief but comprehensive resource for understanding the Six Domain Leadership Survey (SDLS), a 360° leadership assessment tool. The SDLS is a multi-rater tool that evaluates leadership skills from the leader's own perspective as well as from the perspective of others who have worked with the leader. The Survey is designed around a recently developed leadership model that includes six domains of leadership; as depicted in Figure 1 below. Each domain of the model is shown as an area within the Pyramid and the anticipated effect of that domain is depicted as a swath of color emanating from that domain (e.g., Credibility is the anticipated effect of the Personal Leadership domain). The SDLS, and the Leadership Pyramid, are designed to include a wide variety of leadership actions.

A key element of leadership development lies in understanding that one's actions may not always be viewed as one intends. Even the best leaders can sometimes hold views of their leadership that are very different from the views held by those they lead. The difference is not always negative—sometimes leaders underestimate how positively their actions are seen by others. By examining the results of the SDLS, a leader can see quite clearly where he or she is strong or weak in leadership, as well as where others hold different views of the leader's actions. To gain the greatest benefit from the SDLS, understand how you *want* your leadership actions to be seen vs. how they *are* seen, and then strive to bring the two together.

Figure 1 – The Leadership Pyramid



The Survey Process

The survey process begins when you, as a leader seeking evaluations, receive an e-mail giving you a web link that takes you to a personal survey home page (see the “home page” below.) The e-mail explains that the SDLS is a confidential survey: Only you, people with whom you choose to share your results, and your designated coach (if you have one) will see the ratings.¹ The e-mail provides a username (your e-mail address, typically) and a password to enter the website.

Once you enter your personal survey home page, there are two things to do:

- (1) complete the survey on yourself, and
- (2) list other people you want to ask to rate your leadership actions.

1. To complete the survey on yourself, click on the highlighted text under the heading “Enter Survey” on the line that contains the word “self”, the software will take you directly to the survey. You may answer the survey questions all at one time, or you may complete part now and finish later. (You will also be able to access the survey from the web page where you enter raters, as explained below.) We ask you to rate yourself, so you have a comparison of how you see your leadership to use when you get ratings from others.

(Please note also that there might be other lines in the survey table referring to other people who have requested you to rate *their* leadership using the SDLS. You would rate them by clicking on the highlighted text under “Enter Survey” in the line with their name listed.)

There is a field on your Survey Home Page that allows you to enter a “preferred name” to be used in e-mails and in the survey itself. This permits you to change the way you are referred to in the survey, so that you can use a nickname (e.g., “Ravi” rather than “Ravindra”) or a title “Prof. Newton” in questions that mention you by name (“Ravi/Ravindra/Prof. Sinnarkar, talks about the team as being something of real importance.”)

2. Asking others to rate you. To complete this step, go to your home page and click on underlined text that says “Add/Edit Your Raters”. Here you will be able to ask supervisors, peers, direct reports and others who may have seen your leadership actions to complete surveys. (When the survey is used situations where people typically do not have supervisors or direct reports, the form asks only for ratings from peers—or teammates—and outside raters. This might occur in school classes on leadership, for example.) From “Add/Edit Your Raters” you will be taken to a new “survey administration” (again, see below) webpage that will allow you enter raters and to categorize them according to your relationship to them. As you add each rater, an e-mail will be sent to him or her asking on your behalf requesting ratings of your leadership.

The e-mails are sent automatically as soon as you enter the rater’s name and address; you don’t need to click the envelope that appears in the rater list. You can use that envelope icon later to re-send invitations in case someone loses their login information or to send out reminders.

These e-mails promise confidentiality to all raters in that only the leader and his/her coach have access to the ratings. In addition, peer, direct report, and other raters’ ratings are shown only as averages of two or more raters: if only one person in any of those categories completes the survey, the

¹ The survey routinely solicits anonymous participation in research studies (and we give client organizations a discount for participation in our research). If leaders choose to participate in our studies, their names and identifying information are stripped from the data files.

results are not displayed. Note that this is NOT true in the Supervisor category, where even one response is displayed.

After you have sent the requests out, you can track progress by the color of the questionnaire icon in the “Status” column of the raters table. Mousing over the icon will explain these colors, which are also defined at the bottom of the page. For those who have not responded, you have the option of resending the initial invitation e-mail, or sending a shorter reminder e-mail to them.

As noted earlier, the “survey administration” page also has a link that will take you to your self survey.

Once the time allotted for the survey has past, an icon will appear on the survey home page, under “Create Report” in the line of the table that says “self” for “relationship”. Clicking on this icon will create a “pdf” report of your rating results that can be viewed on your computer or printed. The graphics allow the leader to compare ratings by various categories of raters. The tabular reports allow easy comparison across categories, give information on the variability of responses across raters and questions, and give more detailed averages for sub-domains and for individual items.

Often when the SDLS is being used in leadership courses, we do not allow the target to see his or her results until after the class begins. We do this so that we can teach leaders how to interpret the SDLS before they have spent a lot of time with them.

On the pages that follow we show examples of some of the web pages mentioned above, and we provide answers to some frequently asked questions about the survey.

Your Survey Home Page

Home
SDLS Beta - GEMBA Alumni - GEMBA Alumni
Robert Shaw

Home
Sign Out

30 April 2008

Welcome to your Six Domains Leadership Survey (SDLS) Home Page.

The table below shows the SDLS surveys that you are linked to as a Participant, a Rater, or a Coach. If you click on the link (underlined text) in the column headed "Survey" it will take you to the survey or report in question.

Perferred Name

Enter the name you want to use in emails and the survey. (E.g. "Robert" or "Bob" or "Col. Shaw")

PARTICIPANTS

- If you are using the SDLS to assess your own leadership actions, the first thing you need to do is complete the survey on yourself—so that you compare your own views of your leadership to how others see you. To do this you will need to take the "Self Survey". You can access the self survey in two ways. You can click on the underlined text under the heading "Survey" (that will take you directly to the self survey), or you can click on the underlined text "Add/Edit Your Raters" (that will take you to a page that will give you a link that will take you to the survey).
- You will also need to create a list of people who can rate your leadership. To do this, click on the underlined text "Add/Edit Your Raters"—this will take you to a page where you can enter the names and e-mail addresses of those who will rate you.
- When the survey is closed for you and your raters, you will be able to view your report by selecting Past Reports on a menu bar that will appear at the top of the screen.

RATERS

- If you have been asked to complete the SDLS on someone else, please complete the survey by clicking on the underlined text in the column headed "Survey". Please complete any uncompleted questionnaires as soon as possible. You will continue to receive automated e-mails prompting you to finish uncompleted questionnaires until the survey is closed.

GEMBA Alumni	Status	Enter Survey	Relationship	Start Date	Coach	Create Report	View Report
Add/Edit Your Raters (5)		GEMBA Alumni	Self	11-Dec-2007	Morela Hernandez		14-Mar-08
You are rating George Strong		GEMBA Alumni	Direct Report	20-Jan-2008			

= Not started | = In progress | = Completed | = Participant | = Respondent

This is the first webpage that you will see. It tells you how to access the self survey and the survey administration page (where you will enter others who you wish to have rate your leadership actions). This page also shows other leaders who have asked you to rate their leadership.

Self Survey, First Section

Questionnaire		SDLS Beta - GEMBA Alumni - Enter Survey		Robert Shaw																																	
Home Survey Admin My Details Change Password Past Reports					Sign Out																																
You are rating Robert Shaw																																					
Progress: Section 1: Answered 81 out of 81 Go to Section 1 Section 2: Answered 3 out of 4 Go to Section 2 Section 3: Go to Section 3																																					
Section 1																																					
<ul style="list-style-type: none"> Most of the questions ask about leadership behaviors exhibited by the person listed above. Please rate the person whose name is shown above in red on each behavior listed below. You should rate how often the person shows that behavior, using the 1 to 6 scale shown in the box to the right of the questions. If you are answering the survey as a "Self Survey" on your own leadership, please give your view of how often you feel you show each behavior. When the survey refers to a "team" or to "team members" you should take this to mean informal groups that the person named above has worked with or led, as well as formal teams. The "team" might even refer to the whole organization. Some questions will not ask you about this person's behavior but will ask you instead about your team, your organization, or your personal situation. These ratings help us understand the context and consequences of his or her leadership—please answer each of these questions using the same 1 to 6 scale. Please answer ALL the questions based on your own experiences. If you feel you can't answer a question, either because of lack of knowledge or because the question is not something you can rate on the basis of your experience with this person, please select 'not applicable' (n/a). (This is different from giving a score of 3 which would indicate that you feel "occasionally" see this particular behavior.) If you need to return to this Section to finish at another time, click on the "Save and Return Later" button at the bottom of the page. When you are finished with your answers, click "Save and Continue". 																																					
<table border="1"> <thead> <tr> <th></th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>N/A</th> </tr> </thead> <tbody> <tr> <td>1. Robert has a strong emotional connection with the team</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input checked="" type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>2. Those who work with Robert pay attention to doing what is right</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input checked="" type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>3. Robert helps team members understand complex issues</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input checked="" type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>							1	2	3	4	5	6	N/A	1. Robert has a strong emotional connection with the team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2. Those who work with Robert pay attention to doing what is right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	3. Robert helps team members understand complex issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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This page shows the beginning of the first section of the leadership survey. The survey looks the same for all raters. In rating yourself, you are asked to rate these actions in your own behavior. In ratings others, you rate how often the target leader shows each behavior, or how often his or her team shows the behavior in question.

Your Survey Administration Page

Home | Survey Admin | My Details | Change Password | Past Reports | [Sign Out](#)
14 March 2008

[Click here to change your password](#)

Welcome to your Survey Administration Page. This is where you can access all the survey functions. You can add and monitor your list of raters, change your password make it easier to remember, access your Self Survey, or view your results (once the survey time limit has run).

- Note that there is a menu along the top of the page that you can use to a) enter personal details about yourself that will help your coach get to know you, b) to change your password to something that might be easier to remember, or c) to access past survey results.
- Use the entry form below to list those you want to complete the survey on your leadership actions. **You should create a list of raters as soon as possible.** You should follow the instructions in your enrollment e-mail to choose raters. See also the instructions available by clicking "Adding and Monitoring Raters" below.) You should classify raters depending on the relationship within which they have seen you lead. For the most useful results, we recommend not mixing different types of people into one category of rater. You can return at anytime to add or remove raters from your list or to check to see who has completed the questionnaire.
- [Click here to complete your Self Survey.](#) You should complete the SDLS on yourself as soon as you can. Your responses to your Self Survey will help you to compare how you view your leadership actions with how others view your leadership actions. After you complete the survey, you will be returned to this page.
- If you have been asked to complete a leadership survey on someone else, return to the previous page once you are finished entering your own raters and complete the surveys you have been asked to do on others.

[Enter rater's first and last name here](#) [Select rater's relationship to you](#)
[Enter rater's email address here-- check for accuracy!](#) [Click "Add" to add rater to your list and send invitation to complete your survey](#)

[Instructions for completing Raters details](#)
[Click here to start Self Questionnaire](#)

My current List of Raters for this Programme				
First Name:	Last Name:	Email Address	Relationship	Add Rater
<input type="text"/>	<input type="text"/>	<input type="text"/>	---PLEASE SELECT---	<input type="button" value="Add"/>
			Direct Report Other Rater Peer Supervisor ---PLEASE SELECT---	
<input type="button" value="Edit"/>	<input type="button" value="Send E-mail"/>	<input type="button" value="ViewDetails"/>	<input type="button" value="email sent / not sent"/>	<input type="button" value="Questionnaire"/>
<input type="button" value="Send Invite"/>	<input type="button" value="Not started"/>	<input type="button" value="In progress"/>	<input type="button" value="Completed"/>	
<input type="button" value="Edit"/>	<input type="button" value="Update"/>	<input type="button" value="Cancel"/>	<input type="button" value="Delete"/>	<input type="button" value="ViewDetails"/>
<input type="button" value="Send Invite"/>	<input type="button" value="Not started"/>	<input type="button" value="In progress"/>	<input type="button" value="Completed"/>	<input type="button" value="email sent / not sent"/>

= Edit | = Update | = Cancel | = Delete | = ViewDetails | = email sent / not sent | = Questionnaire
 = Send Invite | = Not started | = In progress | = Completed

[You can check the status of surveys and send reminders here](#)

This page is used to enter the names and addresses of others you want to have rate your leadership actions. You specify their names and e-mail addresses, as well as your relationship to them (e.g., supervisor, direct report, teammate). You can also use this page to check on who has completed the survey on you and to send reminder e-mails.

Viewing Results: How Many Responses?

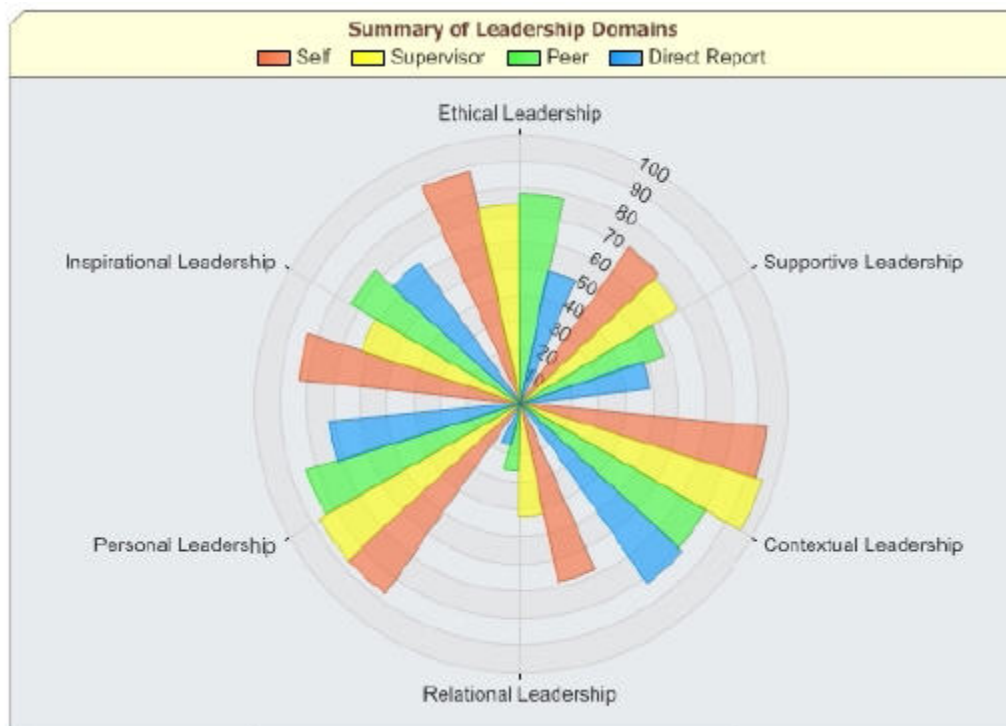
 Robert Shaw

Number of Responses:		
	Completed	Requested
Self	1	1
Supervisor	1	1
Peer	2	2
Direct Report	2	2
Other Rater	0*	1

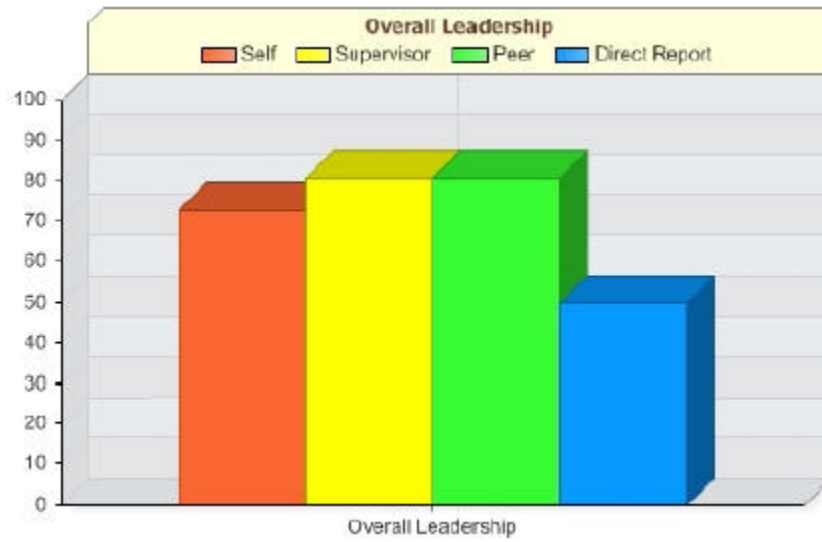
* This category requires 2 or more respondents. These results will not be shown

This page, the first in your results report, tells you how many ratings you requested and how many were completed.

Graphic Summaries of Results



The bands of color above, fanning out from each domain heading, gives a quick view of overall strengths and weaknesses in the specific domains (Note how Relational Leadership is particularly weak in the example above.)



This graph displays in overview how your assessments of your leadership compare to those who you've asked to evaluate you.

Tabular Presentation of Results

Six Domains Leadership Survey

Six Domains Summary				
	Self	Supervisor	Peer	Direct Report
Overall Leadership	5.00 / [1.00] / 73	5.33 / [0.58] / 81	5.33 / [0.58] / 81	3.83 / [1.15] / 50
Personal Leadership	5.56 / [0.53] / 87	5.56 / [0.73] / 87	5.44 / [0.53] / 84	4.94 / [0.58] / 72
Relational Leadership	4.67 / [1.50] / 68	3.56 / [1.13] / 43	2.56 / [1.01] / 26	1.83 / [0.35] / 16
Contextual Leadership	5.78 / [0.44] / 93	5.89 / [0.33] / 96	5.33 / [0.71] / 81	5.33 / [0.61] / 82
Inspirational Leadership	5.38 / [0.92] / 83	4.50 / [1.07] / 62	5.00 / [0.76] / 73	4.63 / [0.74] / 64
Supportive Leadership	4.90 / [0.99] / 71	4.70 / [1.49] / 69	4.30 / [1.06] / 57	3.90 / [0.88] / 49
Ethical Leadership	5.60 / [0.70] / 88	5.00 / [0.94] / 74	5.20 / [0.92] / 78	3.90 / [0.99] / 50

* The first value in the table is the average rating you received on the six-point scales for the topic and category in question. The average is computed across all the scales for this domain or subdomain and across all the people who answered in this category of rater (for example, supervisors, peers, direct reports). The last number is the average of your scores converted to SDLS index scores, which show your position on a scale of 1 to 100 and which are often a more accurate representation of your leadership actions. The SDLS index scores are used in the graphs presented in this report.

** If there is a score in brackets in the table, it shows the "standard deviation" of your ratings. The standard deviation tells how much variation there is in the ratings. A large standard deviation (over 1.0) usually means that raters disagreed in their ratings; a small standard deviation (under .70) usually means that the raters were consistent in their ratings.

This table shows average ratings across all of the items measuring each of the domains of leadership, as well as the average for overall leadership ratings. As the text explains, the table also shows the variability of the ratings and it gives a standardized index score that helps in the interpretation of the results.

Item-by-Item Report

Personal Leadership Results				
	Self	Supervisor	Peer	Direct Report
Vision	5.33 / [0.58] / 81	4.67 / [0.58] / 64	5.67 / [0.58] / 90	4.83 / [0.58] / 69
21. Robert provides a clear vision	6.00 / 99	5.00 / 72	6.00 / 99	4.50 / 60
22. Robert thinks about things in innovative ways	5.00 / 72	4.00 / 48	6.00 / 99	4.50 / 60
23. Robert leads with confidence	5.00 / 72	5.00 / 72	5.00 / 72	5.50 / 86
Authenticity	5.67 / [0.58] / 90	6.00 / [0.00] / 99	5.00 / [0.00] / 72	4.83 / [0.76] / 70
24. Robert is sincere	6.00 / 99	6.00 / 99	5.00 / 72	5.00 / 72
25. Robert is really who you see on the surface	5.00 / 72	6.00 / 99	5.00 / 72	5.50 / 86
26. Robert makes values part of behavior	6.00 / 99	6.00 / 99	5.00 / 72	4.00 / 52
Dedication	5.67 / [0.58] / 90	6.00 / [0.00] / 99	5.67 / [0.58] / 90	5.17 / [0.58] / 77
27. Robert is courageous	6.00 / 99	6.00 / 99	6.00 / 99	5.50 / 86
28. Robert makes personal sacrifices for the good of the team	6.00 / 99	6.00 / 99	6.00 / 99	5.50 / 86
29. Robert is a good fit for the team	5.00 / 72	6.00 / 99	5.00 / 72	4.50 / 60
Credibility (Leadership Effect)	6.00 / [0.00] / 99	5.00 / [0.00] / 72	5.33 / [0.58] / 81	5.00 / [0.50] / 73
30. We rely on Robert's judgment	6.00 / 99	5.00 / 72	6.00 / 99	5.50 / 86
31. Robert has good answers in times of doubt	6.00 / 99	5.00 / 72	5.00 / 72	4.50 / 60
32. When the team has questions, Robert has answers	6.00 / 99	5.00 / 72	5.00 / 72	5.00 / 72

This is an example of what the detailed part of an actual report will look like. Note the responses in the various relationship categories, and well as the SDLS Index, and the standard deviation displayed in the overall category results.

Sample Comments

Q2. What would you say are his/her weakest areas when it comes to leadership?

Self

- I have great difficulty understanding the men and their culture. I have difficulty in relating to them personally.

Supervisor

- Creating a credible relationship with his men.

Peer

- Robert has problems getting to know the men and relating to them. He has difficulty with things that are not covered by the rules.

Direct Report

- His distance from the men; his fear of attachment; his fear of the men's culture and humanity.

Q3. When it comes to leadership, what are his/her best settings?

Self

- In battle, I think, and perhaps in politics.

Supervisor

- Pure military settings--Robert is at home on the parade ground.

Peer

- Robert is a wonderful leader in battle and politics.

Direct Report

- He leads best at a distance.

Comments at the end of the Survey offer an opportunity for raters to get specific. We encourage you to see these comments as constructive toward improving your leadership skills.

Frequently Asked Questions

Questions Related to the Theoretical Model and the Use of the SDLS

Question 1: Why is the leadership model presented as a pyramid? Does that mean you cannot be successful in the top domains before first being successful along the base domains?

Answer – The model proposes that each level rests on those “below” it in the pyramid. For example, effective inspirational leadership draws upon both strong relationships and good, authentic projection of your personal competence as a leader. You might be effective in the short term at some of the higher-tier domains without those lower in the pyramid, but the model suggests that you would not be able to sustain your leadership without a sound foundation.

Question 2: What are the “leader effects on followers”?

Answer – The underlying theoretical model links each of the various leadership domains to a specific leadership impact or effect. For example, the Contextual leadership domain is hypothesized to build a sense of Community. If you want to increase the sense of community within your team, the model says you should spend more time on contextual leadership. These causal relationships have in fact been documented in data collected with the SDLS.

Question 3: Has the survey instrument been validated? What considerations went into the selection and grouping of specific measures (survey questions)?

Answer – We collect the aggregate data from various sites and courses around the world that use the SDLS. Our analyses of these data are ongoing, but we know already that all of the domains are being measured with good reliability and that the six domains are being assessed with valid measures (in that they are very good predictors of the leadership effects we predict for each domain and that all six domains together predict overall leadership). The instrument has been used successfully in North America, Europe, South Asia, the Middle East, and Oceania. It is currently being tested and validated in other sites.

The sub-domains in each section are designed to measure different aspects of a particular leadership domain. For each of these sub-domains there are multiple items in the full version of the survey, and this allows us to obtain measures of the sub-domain that are not overly sensitive to the wording of any specific item.

Question 4: Sometimes 360-evaluations are used in organizations to the detriment of the leader in question (i.e., some respondents may not have a well-informed opinion or they may use the survey in a political fashion to bad-mouth a person perceived as threatening). What steps are taken to avoid or minimize these potential problems?

*Answer – To avoid the misuse of the SDLS, we recommend strongly that this survey **not** be linked to promotion or reward-related evaluation. The SDLS was designed as a tool for professional development, and it is best used for that purpose.*

Note that in the SDLS process, each target selects his or her own evaluators. If you are a target leader, for greatest benefit from the survey try to get a mix of people who will be both positive and critical. The goal is to learn, and even if you disagree with your evaluators on certain aspects of the review, you can learn a lot from their perspective. Do not select evaluators, however, who do not know you or who will not take the survey seriously. Finally, since only you (or a designated coach) will see the results of your SDLS, the only folks who will have access to the results are those with whom you choose to share them..

Questions Related to Obtaining Survey Respondents

Question 5: How many people should I ask to rate me?

Answer – We usually recommend asking at least 3-5 direct reports, 3-5 peers, and at least one supervisor to complete the survey.

Question 6: If I am unable to get enough people in my current work or class situation to complete the SDLS, what other options do I have for obtaining enough respondents?

Answer – Sometimes factors beyond your control (e.g., you might be very new to your current organizational context or you might not have any direct reports) may make it difficult to get sufficient raters from your current situation for a full SDLS analysis. When necessary, some other options for identifying respondents to complete the survey include: asking for ratings from people from a prior work position (but not one from too far in the past) or asking for ratings from people from non-work settings, such as members of community groups in which you participate.

If you don't have any direct reports, it is still worth doing the SDLS with ratings from peers and supervisors. Remember that leadership is not something that just flows "down"—you can lead peers and even supervisors on occasion. Sometimes you can use the "other rater" category to get interesting ratings from clients, contractors, or people you have led outside of your work or school environment.

Note, however, that you should avoid mixing in any single category people who knew you as a leader in very different environments, since this might make it difficult to interpret the results. If, for example, you get respondents from a group that knew you in a situation where you had to be a tough, top-down leader and other respondents from another situation that was much more peer-focused, then you may have trouble discerning the message from the feedback.

Question 7: Is it still worth doing the survey if I am the only person completing the SDLS?

Answer – While it is possible to get something out of the survey instrument without having additional raters, the benefits and learning opportunity afforded to you will be substantially reduced. Consider whether some of the options in the answer to question 6 will help, or talk to your course instructor or leadership coach.

Question 8: I recently completed a different 360 at my workplace—can I use that one instead of the SDLS? *If you have been asked to complete the SDLS for a leadership course or development program, you should check with your instructor or program leader. It is unlikely that another 360 can be used for the course or program, because each survey is usually closely tied to a particular model of leadership.*

Questions Related to Working with the SDLS

Question 9: I think I already completed my part of the survey, but I can't remember. Is there any way for me to confirm that I have completed it?

Answer – This can be determined by going to your personal home page. The icon for the survey will either be red (not started), yellow (in progress) or green – survey completed. This is true of your raters as well.

Question 10: How can I check on the website to see if my evaluators have completed the survey?

Answer – Go to the “Survey Administration” webpage—the color code on the questionnaire icon will tell you whether your raters have begun or completed the survey. If you need to prompt your teammates to complete the survey (if, for example, time before the deadline is growing short and you are not getting completed responses), you can resend the initial invitation or a reminder.

Question 11: How do I view my evaluation results?

Answer – As soon as the survey is completed and the results are released, a “create results” icon will appear on your survey home page. Click on the icon to create your results report, then click on the highlighted date for your report, which can be viewed on-screen or printed.

Question Related to Interpreting the Reported Results

Question 12: What is a standard deviation? Why are some of my standard deviations zero and others are not?

Answer – A standard deviation is a measure of how widely values are dispersed from the average value (the mean). It is important to distinguish a standard deviation from a range. Just adding or subtracting the standard deviation from the mean will not give you the highest and lowest scores (i.e., the range). Sometimes you will have a nonzero standard deviation because several different items that had different scores (even if the individual items had zero standard deviations). Usually, though, a large standard deviation means that different raters gave you very different ratings, and this means you are showing quite different leadership actions to different people in the category in question.