

# INTEGRAL HELP | 360°

HIGHER EDUCATION LEADERSHIP PROFILE



**Essential 360 feedback for  
Senior Leaders in Higher  
Education**

# About the IHELP Survey

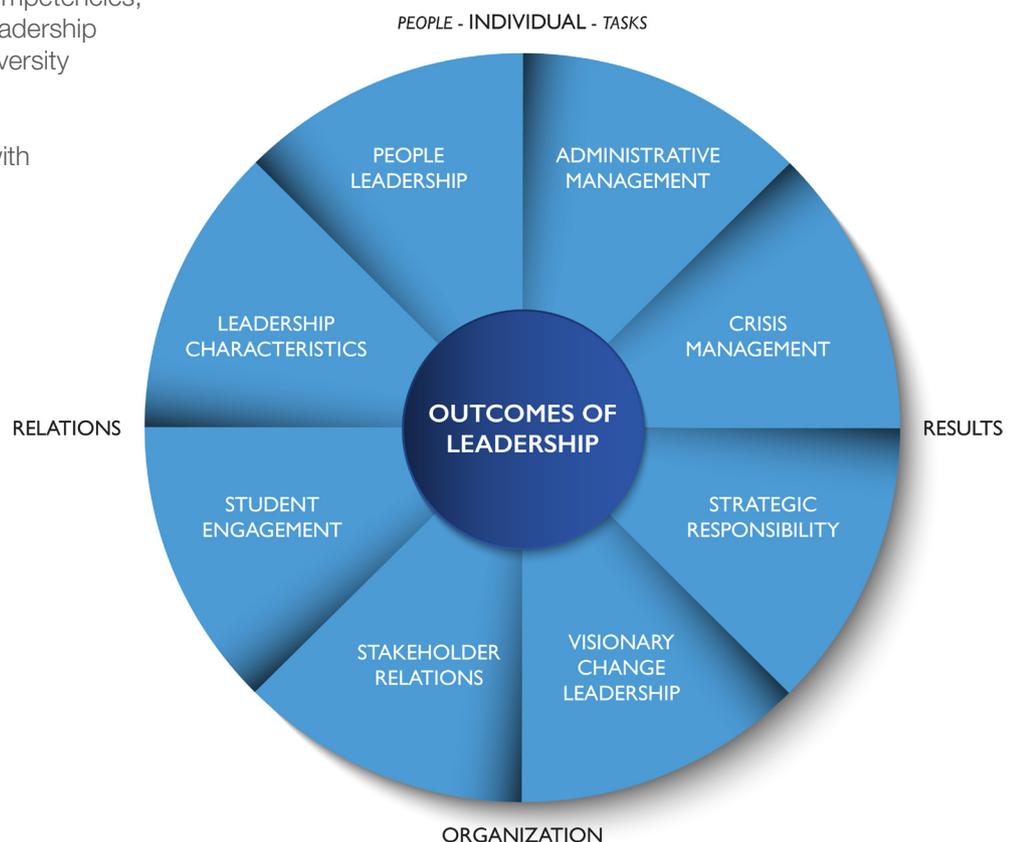
Higher education is unlike any other workplace setting. The values of teaching, research, and service, as well as the academic challenges, separate it from all other industries. Today's higher education leaders require a complex set of skills to successfully engage their stakeholders and ensure the success of their institutions. To measure a leader's effectiveness in higher education, specialized tools are required that focus on these unique complexities. The Integral Higher Education Leadership Profile (IHELP) provides essential data for senior leaders to develop the comprehensive and interrelated skills required to achieve their institution's vision and strategic objectives.

IHELP is a 360° feedback tool that helps senior leaders in universities and colleges with their personal and professional leadership development.

A 360° feedback process is a mechanism to assess a leader's effectiveness against input from key stakeholders, such as direct reports, faculty, staff, colleagues, board members, superiors, and important donors. By comparing self-perception against how others perceive the individual, strengths and areas for improvement become clear, supporting the leader's ability to develop solid personal and professional development plans. IHELP provides a well-rounded and reliable assessment of the leader's skills and impact relevant to their unique institution. Leaders who benefit from this instrument include university and college executives and senior leaders, such as presidents, directors, provosts, deans, and cabinet level positions.

## Integral Higher Education Leadership Model

The IHELP is based on the Integral Higher Education Leadership Framework (see diagram below) developed through an extensive review of published research of university and college leadership and management competencies, current university and college leadership models, and interviews with university presidents and senior leaders. Professor Ron Cacioppe and executive coach Rob Kramer, with over 50 combined years of experience in leadership development, collaborated to develop this comprehensive framework and profile specifically for leaders of higher education institutions.



# What can 360° feedback tell higher education leaders?

360° feedback assists leaders to understand their strengths and weaknesses and give insights to help them improve. Research demonstrates that 360° feedback is a powerful process to understand leadership and managerial effectiveness, and to set and achieve developmental goals.

## The process

- The process takes approximately four weeks from initial discussion to review the results.
- Uses on-line, confidential data collection.
- Takes 15 to 30 minutes to complete.
- Uses a 10-point scale (shown by research to be more specific and effective).
- Includes the opportunity for internal and external raters' feedback.

## What will the feedback consist of?

The IHELP report provides feedback for each participant in the following areas:

- Eight (8) Higher Education Leadership and Management Competency summary indicators that define high level competencies and skills needed by senior leaders.
- Sixty-two (62) specific skills associated with these eight competencies.
- Eight (8) measures of leadership outcomes.
- Summary of strengths and areas to improve.
- Comparison of self-assessment to rater assessments.
- Aggregated summaries and comparisons of individuals, group and survey norms.
- Summary of healthy and unhealthy leadership behaviours.
- Rater comments on the leader's best skills and areas for improvement.

A hard copy report will be provided, and participants will have a 2-hour debrief session with an experienced, certified executive coach. The coach will help participants understand the report, identify themes, strengths, and areas for improvement, and will help map out action steps for professional development.

## Who can use this tool?

This 360° survey is designed for university and college executives and senior leaders, such as presidents, directors, provosts, deans, and cabinet level positions.

## Customizing option

Integral 360° profiles have a set of well researched leadership and management behaviors and skills. This advantage allows participants to add customized "unique organization" questions to the profile. If included, the report provides additional data specific to the institution's environment and unique leadership requirements.

## Group Report

In addition to individual leadership profiles, a group report can be provided when multiple leaders from the same institution participate in getting IHELP 360° feedback. The Group Report provides aggregated data of individual profiles, summarizing the development needs of the group as whole, and it compares individual's average scores with those of all others who have previously undertaken the Integral 360° profile. This report provides senior leaders with valuable information for planning leadership development strategies or improving team effectiveness. The Group Report is provided as both a bound hard copy and a pdf.

## ABOUT OUR 360 PROFILES

Integral 360° profiles have been used by over 6,000 executives, managers and supervisors over the last 15 years in the United States, Australia and Canada. Developed and researched by Dr Ron Cacioppe, our range of Integral 360° tools are based on the Integral framework which has been widely acclaimed as one of the most relevant theories for the 21st century. The profiles are a skill and behavioral based 360° feedback process designed to help senior executives and managers with their professional and personal development and ensure their organizations achieve their vision and strategic goals.

### Integral Coaching

All IHELP 360° profiles include a 2-hour one-on-one feedback coaching session. All our coaches are highly experienced and have varied backgrounds to suit individual participant's needs and styles.

Integral Coaching is a comprehensive approach to learning and development for leaders and managers. Customized to the individual, it enables established leaders to achieve better results. It is a solution focused, results orientated process that facilitates increased work performance, self-directed learning and personal growth of the individual. Research shows that coaching has a significant impact on performance, especially when the individual receives support through the coaching process over a period of time. Three to five coaching sessions has been shown to provide the most benefit.

Integral Development has a large team of executive coaches in the United States, Australia and Canada.

### About Integral Development

Integral Development is a boutique leadership consultancy founded on a philosophy of working with the whole person to create meaningful, and sustainable change.

## Contact

### United States

Kramer Leadership  
www.kramerleadership.com  
rob@kramerleadership.com  
1-919-619-3310

### Australia

Integral Development  
Level 3, 88 William Street  
Perth WA 6000  
admin@integral.org.au  
+61 (08) 9242 8122

### Canada

Integral Business Leadership Group  
info@businessintegral.com  
www.businessintegral.com  
604-689-8093



Level 3/88 William Street  
Perth WA 6000

T +61 8 9242 8122  
E admin@integral.org.au  
www.integral.org.au

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