



The views of many: 360 feedback for child welfare leadership development

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WHAT IS THIS RESOURCE?

This study evaluated a 360 feedback and assessment process for child welfare leaders which, as a NCWWI Leadership Academy for Middle Managers (LAMM) component, assessed:

- Perceptions of strengths and challenges across five **Leadership Competency Framework** domains
- Alignment between manager and reporters' perceptions
- Change in perceptions over time

WHAT ARE THE CRITICAL FINDINGS?

Managers and reporters (up to nine direct reports, peers, and direct supervisors) assessed the leader's competency in five domains: Leading Change, Leading in Context, Leading People, Leading for results, and Leadership Fundamentals.

Results showed:

-  Increased alignment between manager and reporter perceptions across 4 of 5 domains at follow up
-  Managers rated themselves significantly higher across 4 of the 5 domains at follow up
-  Reporter ratings increased but were not statistically significant
-  Leadership Fundamentals rated highest at baseline and follow up and showed the least reporter change
-  Leading Change was the most significant increase in leader self-report, aligning with the LAMM training focus on carrying out a change initiative at their agency
-  Leading Change remained the domain with the most opportunity for growth at baseline and follow-up

Participants had positive regard for the opportunity to receive comprehensive feedback combined with coaching on their leadership capacities.

WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Child Welfare leadership is critical to sustaining an effective workforce and positive child-, youth- and family outcomes.

Leaders in state, county, and tribal child welfare programs are encouraged to implement a 360 assessment to integrate meaningful feedback into their individualized leadership development plans. This will allow for increased capacity, self-confidence, and stronger alignment with reporter perceptions across leadership domains.

LEADERSHIP COMPETENCY FRAMEWORK

