

LMAP 360 is Different from Competency Based 360s

LMAP 360 provides feedback on the personality and behavioral styles of a leader – what you are like as a person (*how you show up*) – compared to competency 360s that provide feedback on distinct skills and competencies. The LMAP 360 model is grounded in research that shows strong links between personality styles and job performance. This research is confirmed by everyday experience that shows that an individual’s behavioral style has a huge impact on their ability to lead, to build a team, to constructively resolve conflicts, and motivate other team members.

	LMAP 360	Competency Based 360s
Areas of Measure	Attitudes and behaviors associated with emotional intelligence; e.g. patience, sociability, assertiveness, conscientiousness, <u>and</u> behaviors that interfere with EQ: e.g. rigidity, hostility, dependence, need for approval	Distinct competencies associated with management & leadership roles; e.g. planning, delegating, valuing diversity, problem analysis, performance feedback
Validity	Built on a reliable and valid model of leadership behavior, grounded in over 20 years of empirical research on 100,000 leaders A coherent model of behavior that triggers insights into how you show up to others; often compelling	May or may not be valid; often an ad hoc “wish list” of management and leadership skills, beliefs and values All skills and values are great, but not equally important for different people in different jobs and roles; rarely compelling
Norm Base	Standardized scores; norms derived from a large executive leader sample Standardized scores puts raw score results in context and provide relative comparisons about behavioral styles	Norms not usually available; even less common in “customized” competency based 360s Use of raw scores can lead to “more is better” mindset and to setting development targets with poor ROI or wrong developmental direction
Addresses “Double-Edged” Behaviors	Explicitly accounts for behavioral styles that can be effective for individual contributors but ineffective in a team leadership role	Rarely discusses behavioral styles that can be effective for individual contributors but ineffective in a team leadership role
Sensitivity to Derailment Behaviors	Analysis of interaction of traits on LMAP Profile fosters insights on derailment behaviors	Results analyzed on discrete level and rarely provide insights into derailment behaviors
Type of Report	In-depth narratives that explain self and co-worker feedback ratings	Generally numbers and bar charts with little or no explanation or interpretation
Recommendations for Behavior Change	Specific recommendations for modifying counterproductive behaviors: substitute behaviors, interactive exercises, external resources	Provide very few specifics on development activities – mainly generic suggestions