# MULTI- DOMAIN 360 FEEDBACK FOR WHOLE PERSON LEADER DEVELOPMENT IN ACADEMIA AND BEYOND

**Michelle Hammond, Ph.D.**
**Oakland University**

**Gretchen Lester, Ph.D.**
**San Jose State University**

"Anytime you use your influence to affect the thoughts and actions of others, you are engaging in leadership. So you can be a leader as a parent, spouse, friend, or citizen."

Ken Blanchard, *The Heart of a Leader*

# These 10 companies offer big incentives for volunteering

by Benjamin Snyder    @WriterSnyder    MARCH 21, 2015, 7:00 AM EDT

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Forbes / Leadership

DEC 21, 2011 @ 12:08 PM    71,685 VIEWS

# Volunteering - A Great Way To Learn Real Executive Leadership

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Forbes / Entrepreneurs

JUL 23, 2014 @ 02:23 PM    5,121 VIEWS

# 5 Similarities Between Leadership And Parenting

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Forbes / Leadership                                    The Little Black Book of Billionaire Secrets

JUN 6, 2014 @ 01:15 PM    2,721 VIEWS

# At-Work Leadership Skills That Can Boost Your Parenting Success

# WHOLE PERSON DEVELOPMENT

**A multiple domain approach is beneficial in several ways**
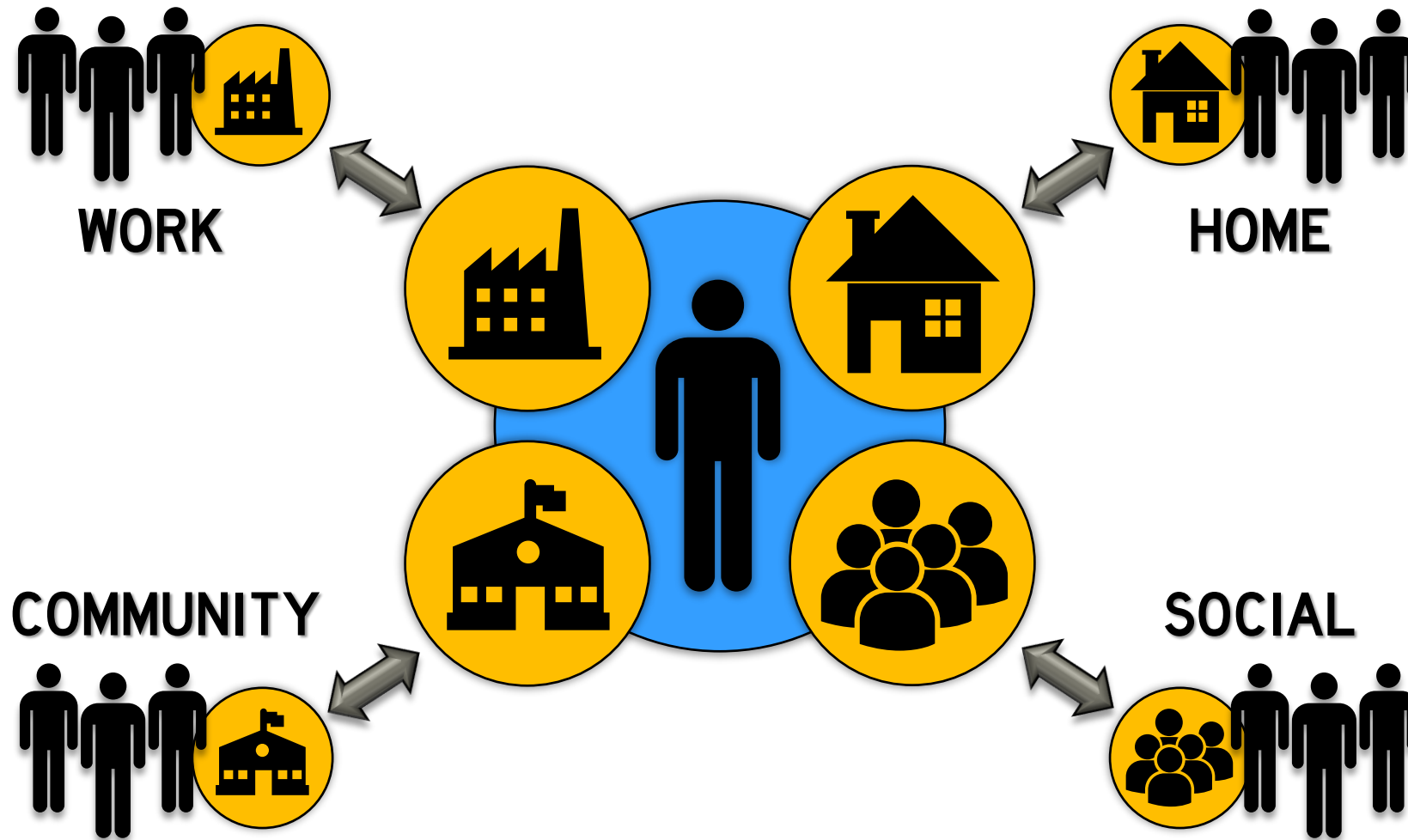
**TRANSFERABLE SKILLS** across life domains

Opportunities to DEVELOP NEW SKILLS

**IMPROVED RELATIONSHIPS** in many areas

Engage HIGHER LEVEL LEARNING processes

Greater PERSONAL INTEGRATION and well−being

# WHOLE-PERSON LEADERSHIP



**WORK**

**HOME**

**COMMUNITY**

**SOCIAL**

"I don't see myself as, "Oh, I'm a CRNA, and I'm a volunteer in the nonprofit space." Now, it's, "I'm this leader, and I'm going to bring myself-- This is what I have to offer in this space, and this is what I have to offer in this space. This is how I'm going to make my impact."

# MULTI-DOMAIN 360 FOR (E)MBA

| | |
|---|---|
| **STUDENT LEARNING** | Getting personal feedback on validated scales from theories discussed in class |
| **STUDENT DEVELOPMENT** | Builds deeper level self–awareness; opportunity to cater MBA experiences |
| **TEACHING** | Develops relationships between student and professor; keeps professors relevant |
| **RESEARCH** | Great data collection opportunities for multi-source data for research! |

# OUR RESEARCH IN THIS SPACE

## BEYOND (JUST) THE WORKPLACE: A THEORY OF LEADER DEVELOPMENT ACROSS MULTIPLE DOMAINS

MICHELLE HAMMOND
University of Limerick

RACHEL CLAPP-SMITH
Purdue University Northwest

MICHAEL PALANSKI
Rochester Institute of Technology

## Multi-domain leadership: A whole person approach to leading in the workplace…and beyond☆

Gretchen Vogelgesang Lester, Michael Palanski, Michelle Hammond, Rachel Clapp-Smith

## Promoting Identity Development in Leadership Education: A Multidomain Approach to Developing the Whole Leader

Rachel Clapp-Smith[1], Michelle M. Hammond[2], Gretchen Vogelgesang Lester[3], and Michael Palanski[4]

# BEYOND STUDENTS

**OAKLAND UNIVERSITY™**

## LEADERSHIP ACADEMY

The **Leadership Professors**

**PNW** **Leadership Institute**

# MULTI-DOMAIN 360

**TRANSFORMATIONAL LEADERSHIP**

**IMPLICIT LEADERSHIP THEORY**

**LEADER IDENTITY**

**COGNITIVE & AFFECTIVE TRUST**

**SOCIAL UNDERMINING**

**OPEN-ENDED COMMENTS**

# INVITATION EMAIL

M Gmail

Michelle Hammond <michelle@leaderprofs.com>

## REMINDER: Oakland University's EMBA 360 Survey for Michelle Hammond

**Michelle Hammond** <michellehammond@oakland.edu>                                         Fri, Oct 19, 2018 at 9:00 AM
Reply-To: Michelle Hammond <michellehammond@oakland.edu>
To: michelle@leaderprofs.com

Hello WorkPeer-

This is a reminder that you have been invited to evaluate the person below as part of his/her leadership development program at Oakland University's Executive MBA program. This survey will close on Sunday, October 28th, 2018.

Your participation is extremely helpful and should take about 15 minutes. Thank you in advance for your participation.

Please Complete the Survey

If you have questions, answers to frequently asked questions are found here or contact me directly at michellehammond@oakland.edu

Cordially,

Michelle Hammond, Ph.D.
Assistant Professor
School of Business Administration
Oakland University

## Results Overview: Transformational Leadership

**Acts as a Role Model**

| Competency | Self | Others |
|---|---|---|
| Work - Acts as a Role Model *(Bench = 4.31)* | 4.7 | 4.5 |
| Community - Acts as a Role Model *(Bench = 4.46)* | 4.0 | 4.0 |
| Family/Friends - Acts as a Role Model *(Bench = 4.55)* | 4.0 | 4.9 |

**Sets a Vision**

| Competency | Self | Others |
|---|---|---|
| Work - Sets a Vision *(Bench = 4.13)* | 4.6 | 4.2 |
| Community - Sets a Vision *(Bench = 4.29)* | 3.8 | 4.4 |
| Family/Friends - Sets a Vision *(Bench = 4.39)* | 3.8 | 4.7 |

**Encourages Team Approach**

| Competency | Self | Others |
|---|---|---|
| Work - Encourages Team Approach *(Bench = 4.26)* | 4.5 | 4.2 |
| Community - Encourages Team Approach *(Bench = 4.39)* | 4.0 | 4.5 |
| Family/Friends - Encourages Team Approach *(Bench = 4.44)* | 4.0 | 5.0 |

**Sets High Expectations**

| Competency | Self | Others |
|---|---|---|
| Work - Sets High Expectations *(Bench = 3.93)* | 4.0 | 4.1 |
| Community - Sets High Expectations *(Bench = 4.03)* | 3.0 | 4.0 |
| Family/Friends - Sets High Expectations *(Bench = 4.12)* | 2.0 | 3.9 |

**Intellectual Stimulation**

| Competency | Self | Others |
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MULTI-DOMAIN 360 SAMPLE

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# Ideas about Leadership
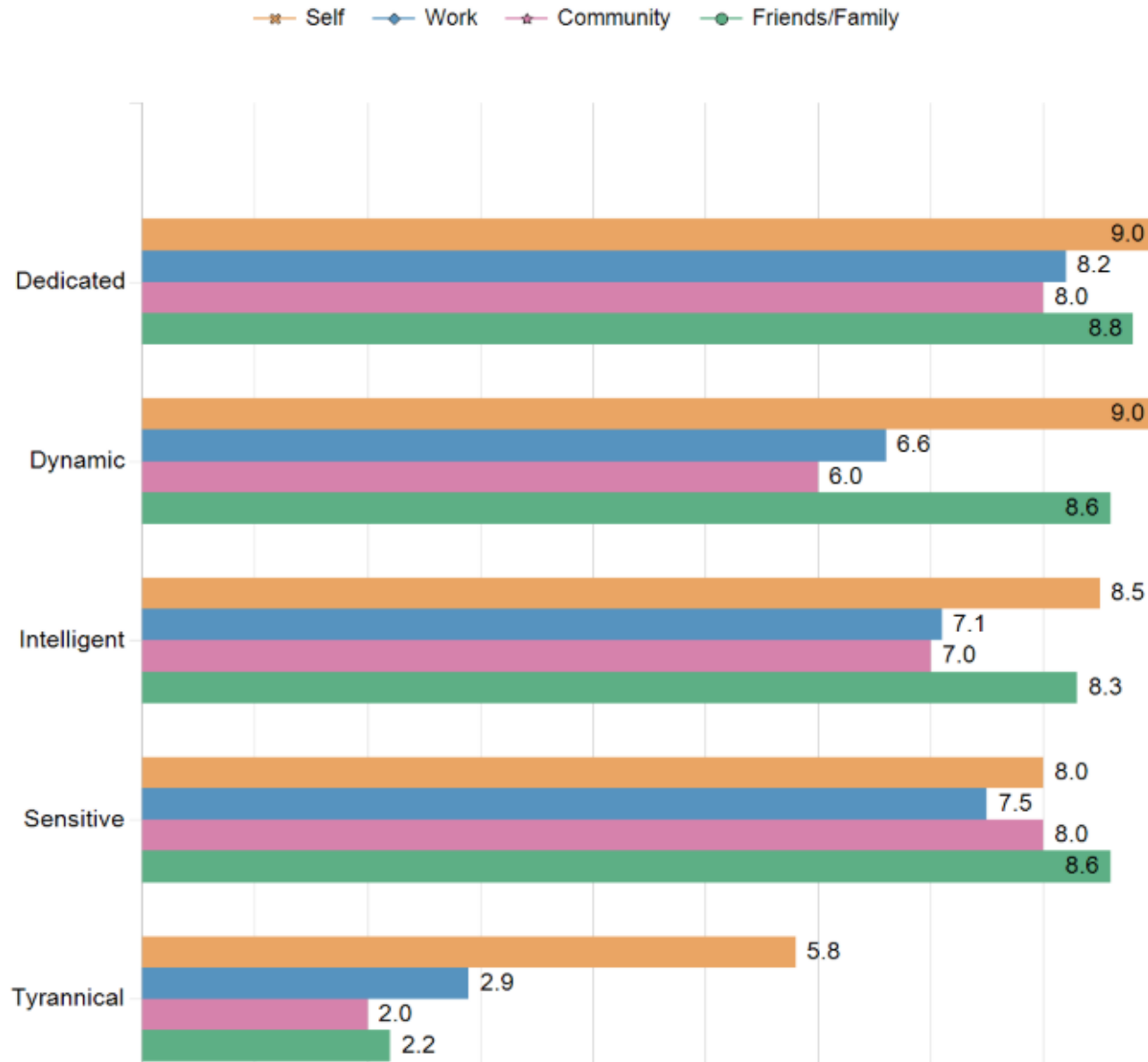
# WORKING WITH EXPLORANCE

| FLEXIBILITY | Flexibility to create report for all three domains |
|---|---|
| BUSINESS RELATIONSHIP | Ability to work with multiple universities for both academic and consulting services – easy to change logos |
| EASE WITH REPORTS | Reports link updates automatically |
| EMAIL CC | Fewer emails filtered to spam; cc of outgoing emails |

# MULTI-DOMAIN 360

QUESTIONS