


# PULSE™



**The Leadership Development Plan enables leaders to focus their intentions and aspirations for effective leadership. Utilizing the Pulse™ survey process allows leaders to track their development progress against their development goals and associated behaviors. Three assessments are conducted over a 6-12 month period. After each assessment, results are captured in a brief, clearly illustrated summary report that leaders can use to chart their progress and course correct or continue to solidify operating shifts and behaviors.**

**The leader can use the Pulse process over and over again to fine-tune and amplify their progress. When the first Pulse round is done, this sets up the perfect time to start anew.**

## BASELINE PULSE

Identifying a “One Big Thing Goal” enables leaders to begin their transformative process by selecting a goal that they believe will have the biggest impact for moving the needle on their leadership effectiveness, or their leadership overall. The leader will identify one aspirational behavior and one behavior that limits them currently. This information is entered into a Baseline Pulse composed of rating scales and a comment/recommendation section. The survey is then administered to the leader’s Accountability Circle, which typically includes 5 to 6 coworkers selected by the leader for their ability to offer candid feedback. These raters assess the leader’s current levels of performance in the goal area and on specific positive and negative behaviors associated with that goal. Raters may also offer relevant commentary about the leader’s pursuit of the goal and related behaviors. Each pulse takes less than 5 minutes for evaluators.

## INTERIM PULSE

Approximately 3 to 4 months after the Baseline Pulse, a second Pulse is administered to the leader’s Accountability Circle. This survey is similar to the Baseline Pulse, with ratings of perceived changes in the leader’s performance added to the measures of current performance levels.

The Pulse report summarizes the leader’s current performance and compares that to baseline performance, providing additional insight into their progress achieved since beginning the leadership development work.

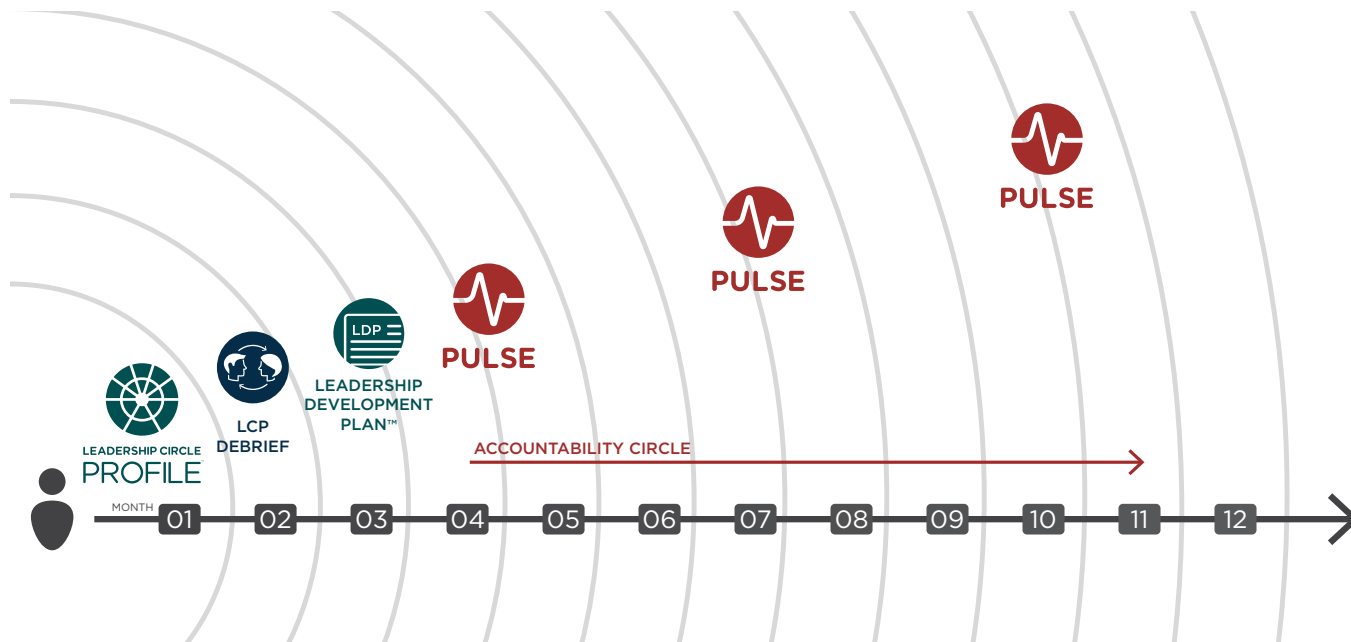
Again, rater recommendations regarding ways to improve performance are included in the report.

## FINAL PULSE

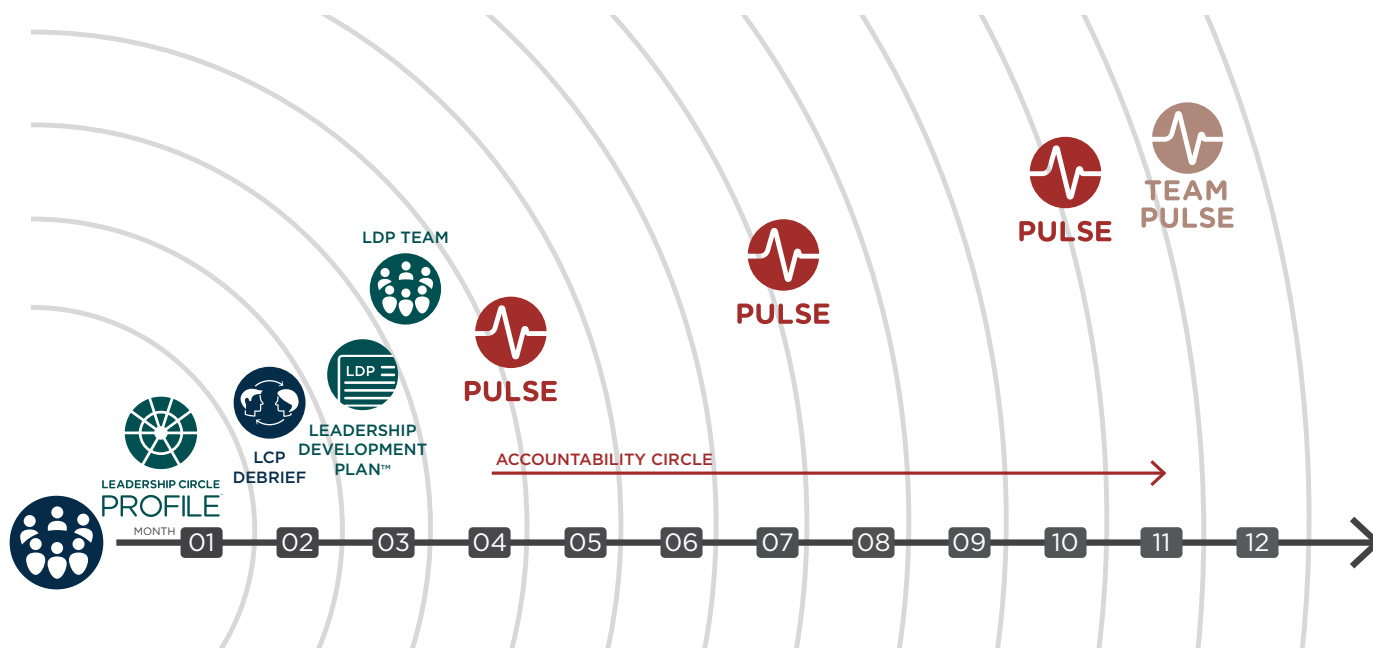
Approximately 3 to 5 months later, the Final Pulse is administered for this series. In this Final Pulse, the current period is assessed, and viewed alongside the previous Baseline and Interim Pulses, making it possible to view the whole journey for review. This Pulse includes all items from the previous Pulse, as well as five additional questions from the Leadership Circle Profile™ that reflect overall leadership effectiveness. Included in the Final Pulse are two open-ended items, designed to gather feedback on the leader’s greatest leadership strength and challenge, at this point. This report also shows a comparison of their current leadership effectiveness to their original baseline measures in the Baseline Pulse, not previously seen.

The leader may use this Pulse as a platform for starting a new pulse series, either with the same goal, or a completely different goal, to continue their development and progress.

## Leadership Development Plan + Pulse™ Journey for an Individual



## Leadership Development Plan + Pulse™ Journey for Groups or Teams



## AUTOMATED PULSE

Certified practitioners, working with their leader/client, will:

- Use the Certification and LDP guidelines to customize the leader's OBTG to their context.
- Choose one pulse-able Creative Competency behavior for the leader's Start behavior.
- Choose one pulse-able Reactive Tendency behavior for the leader's Stop behavior.

The Pulse Certification includes a Pulse interpretation guide, which provides detailed information about the baseline, interim, and final reports, and ties the LCP data and statistical significance of their improvements to Leadership Effectiveness and overall progress.

The Leadership Development Plan helps leaders clarify intentions and set aspirational goals for leadership effectiveness.

The Pulse™ survey process enables leaders to track progress toward development goals and behaviors over time.

The full Pulse process typically includes three assessments over 6–12 months:

- Baseline Pulse
- Interim Pulse
- Final Pulse
- During the pulse period:
  - Evaluators give feedback on the leader's progress toward the OBTG.
  - Ratings are collected for all items related to the chosen Creative and Reactive dimensions.
  - Tracking progress over time.

LE is also assessed in the baseline and in the final report. Interpretation guide enables coaches to determine statistical significance of LE.

After each assessment, leaders receive a concise, illustrated summary report to guide reflection, course correction, and behavioral reinforcement.

After completing the Final Pulse, leaders are encouraged to:

- Begin a new pulse series, either continuing with the same OBT Goal or selecting a new one.
- Use the Pulse process as a repeatable cycle for continuous leadership development.

## CUSTOM PULSE

Using the custom Pulse™ survey, leaders track progress toward their One Big Thing Goal (OBTG) in the same method as the automated Pulse with additional features:

The Research and Assessment Team provide a rigorous analytical approach to evaluating all three survey results. After each cycle, they deliver written summaries that outline key strengths, areas for growth, and recommended development actions, offering expert insight to guide each leader's journey.

Rather than identifying a single start/stop behavior, the leader selects:

- One Creative Competency from the Leadership Circle Profile (LCP) that supports the OBTG with LCP associated questions.
- One Reactive Tendency with LCP associated questions that may interfere with achieving the goal.

During the Pulse period:

The full pulsing of these dimensions ensures measurement validity and reliability.

This allows:

Benchmarking performance against a global norm group.

Assessing development significance through statistical comparison with global standards.