

The Global Executive Leadership Mirror (GELM®) – Fact Sheet

What is the GELM®?

The GELM® questionnaire is an updated version of the GELI (Global Executive Leadership Inventory, 2005). Designed by Manfred Kets de Vries especially for global executives, this validated 360° feedback questionnaire helps them evaluate their performance in dimensions vital to leadership success. It also covers a number of indicators such as life stressors and coping mechanisms to determine their ability to cope with stress.

The conceptual foundation for the leadership dimensions of the GELM® is grounded in rigorous research done at INSEAD. It also takes into account a decade-long experience with thousands of executives who have attended INSEAD and KDVI's leadership programmes. As such, GELM® questions and dimensions reflect recent findings in the leadership field and is designed to be directly applicable to the development of leadership, both now and into the foreseeable future.

Objectives and Dimensions

The GELM® measures specific leadership behaviours and provide feedback across four main meta-levels: Self, Teams, Organisation and Networks.

In addition, it includes life and leadership indicators to add further insight into an executive's behaviour at work: Task and Relationship Orientation, Life Stressors, Well-being Resources and Perceived Leadership Performance.

Participants rate their own performance and compare their personal rating with that of a group of observers (superiors, direct reports, co-workers or others) who respond to the questionnaire anonymously. It also provides feedback on their position vis-à-vis a control group of hard-driving, senior executives worldwide.

The GELM® dimensions

- Emotional Intelligence
- Integrity
- Tenacity & Courage
- Coaching & Feedback
- Empowering
- Team Building
- Ability to Execute
- Change Orientation
- Energising
- Visioning
- Client and Stakeholder Orientation
- Networks and Alliances
- Task Orientation
- Relationship Orientation
- Life Stressors
- Well-being Resources
- Perceived Leadership Performance

Who is the GELM® designed for?

The GELM® is designed for a broader range of leaders, including CEOs and top executives, junior executives, mid-level managers, organisational directors working in profit and non-profit organisations and for identifying high potentials.

Questionnaire structure

- 110 questions, including a comments section for observers
- Psychometrically-validated and normalised against global executives
- 360° feedback from between 7-15 observers (Superior, Direct Report, Co-worker, Other)
- Superior feedback is not anonymous (if there is one superior only)
- Individual superior feedback may also be separated out, as an option

How is the GELM® different from the GELI?

The GELM® updates and improves on the GELI. Improvements include:

Leadership Behaviours

- Higher level organisation: Self, Teams, Organisations & Networks to provide a meta-view on leadership
- GELM® has 17 (GELI has 12 dimensions)
- New dimensions added: Integrity, Ability to Execute, Change Orientation, Leveraging Networks
- Removed dimensions: Designing and Aligning and Global Mindset

Leadership Style

- Added a Tasks and Relationship Orientation index, which is based from a subset of leadership behaviours questions

Life Indicators

- Life indicators are separated out in a different section in a Life Stress & Well-being Resources matrix

Perceived Performance

- Added a Perceived Performance Index to gauge how well a leader is in his or her leadership role (thriving or floundering) and whether the qualities and leadership skills they possess are a fit with organizational expectations

Feedback Report

- Enriched the feedback report with definitions on dimensions, added guidelines on how to read and interpret the results and added a development actions page

What outcomes can I expect after taking the GELM®?

The GELM® serves as an essential resource on your leadership journey and is an ideal tool for examining leadership strengths and behavioural roadblocks and then taking steps toward improvement.

As a result of the GELM® process you will be able to:

- Assess how you are performing in areas characteristic of successful global leaders
- Evaluate your strengths and weaknesses on each of the leadership dimensions
- Identify areas of stress and areas in which to develop resilience
- Relate your leadership behaviours to self and observers' perceptions of performance
- Develop an action plan that focuses on specific behaviours
- As a team, evaluate and respond to the perceptions and needs in the organisation immediately surrounding the leadership team

How can I interpret these outcomes?

For any 360° feedback system to be successful, it is advisable that KDVI instruments be used only for developmental purposes, not for making administrative decisions about promotions and remuneration. The focus is not to impose a judgement on individuals, but to open up possibilities for development and change. We also strongly recommend that the GELM® be used in conjunction with a coaching intervention with a professional executive coach, with a formalised action plan and follow-up as an outcome.

When the GELM® is undertaken by a leadership team, the debriefing is typically facilitated by the qualified coach in small subgroups enabling a mutual exchange and support process going forward, and providing a collective leadership team overview that is not available otherwise.

KDVI also offers an advisory service should assistance be required in the use of the instruments, understanding the reports and any other related questions that may arise. For more information, please send an e-mail to tools@kdvi.com.

Anonymous feedback and confidentiality

The GELM® is designed so that Observers remain anonymous (except for Superior scores if there is only one superior).

Participants choose their own observers. In order to preserve anonymity in the feedback report, we highly recommend that participants choose at least 2 observers per category. If there is only 1 observer per category, that observer category will not be visualised in the feedback report.

All information and data is treated confidentially. Results are not given to anyone without the participant's permission, except the participant and/or coach.

Pricing

GELM [®] - Fully administered survey	
Fully administered service	£265.00
Printed Materials	
Printed Instrument Report	£20.00
Participant Workbook	£30.00
Facilitator's Guidebook	£100.00
Fully Administered Service Volume Discounts	
20-49	10%
50-99	15%
100+	20%
NOTE: The licence is valid for 12 months. If a licence is not used by the end of the 12-month term, it will expire and cannot be used	

Available Languages

The GELM[®] is available in 4 languages: English, French, German and Russian.

What services are available if I choose the GELM[®]?

- Full administration of the entire survey process from start to finish, including weekly progress reports and reminders to participants and observers at regular intervals.
- Helpdesk for participant queries by email to support@kdvi.com. There is normally a same day response to queries.
- Private and confidential dispatch of PDFs of reports by email at the end of the survey, and/or printed reports and participant workbooks by DHL tracked delivery.
- Analysis and feedback on the report results on request.

Any other questions?

Contact one of our advisors at tools@kdvi.com.