

A FREE TOOL FROM TRACY PUETT COACHING

The Stakeholder

Pulse Survey

A before-and-after tool for measuring real behavior change in leadership coaching — built for HR and L&D directors to use, customize, and administer on their own.

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What This Is

A 360 assessment is an excellent diagnostic instrument. It's rigorous, credible, and it tells a leader — often for the first time — how they're actually experienced by the people around them. But it's a single point-in-time snapshot. It tells you what to work on. It doesn't, by itself, tell you whether the work is landing.

This tool closes that gap. It's a short, targeted survey — not a replacement for a full 360 — built to be administered twice to the same small group of raters: once near the start of a coaching or development engagement, and again at the close. The result is a genuine before-and-after read on the specific behaviors that matter for this leader, right now, rather than a generic satisfaction score at the end.

Use it on its own to track development. Use it alongside a validated 360 to give a coaching engagement a clear, evidence-based close. Either way, it only takes raters about five minutes to complete — which is what makes asking twice realistic.

How This Differs from a Full 360

A full 360 is broad by design — dozens of items across every competency, because the point is to find out what you don't yet know. This tool is deliberately narrow. It asks only about the two to four behaviors identified as this leader's real development priorities. That narrowness is what makes it possible to repeat, and repetition is what makes change visible.

Step 1 — Select Your Rater Group

Choose three to five people who interact with the leader regularly enough to speak to their day-to-day behavior — typically a mix of peers, direct reports, and one or two cross-functional partners. Use the same raters at baseline and at close; changing the group midway undermines the comparison.

One caution worth building in: be wary of leaning on raters who know the leader's reputation but not their current behavior. Someone who worked closely with them two roles ago will speak to their history, not to what's actually changing right now. If a name on the list gives you pause on this point, it's worth asking why they were included before you finalize the group.

Step 2 — Pin Down 2 to 4 Development Priorities

Pull these directly from the 360 debrief, the development plan, or a discovery conversation with the leader's manager — don't survey everything the framework covers, only what this leader is actually

working on. Write them down before you build the survey; they'll determine which items you pull from the question bank in Step 3.

Priority 1	
Priority 2	
Priority 3	
Priority 4	

Step 3 — Build the Survey from the Question Bank

Below are sample behavior-anchored items organized into six common development domains. Select eight to twelve items total — enough to cover your leader's priorities, not so many that raters abandon the survey partway through. Each item is rated on the same 1–5 scale:

1 — Rarely	2 — Occasionally	3 — Sometimes	4 — Often	5 — Consistently
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Self-Awareness & Emotional Regulation

Behavior-anchored item	Rated 1–5
Stays composed and professional when under pressure or facing pushback.	1 2 3 4 5
Responds to critical feedback without becoming defensive.	1 2 3 4 5
Shows consistent behavior regardless of who they're speaking with or what's at stake.	1 2 3 4 5
Recovers well after a difficult interaction rather than carrying tension into the next one.	1 2 3 4 5

Communication & Stakeholder Adaptability

Behavior-anchored item	Rated 1–5
Adjusts communication style appropriately for different audiences (e.g., technical vs. non-technical, direct vs. relational).	1 2 3 4 5
Listens fully before responding, rather than defending a position immediately.	1 2 3 4 5
Communicates decisions and rationale clearly, even when the news is unwelcome.	1 2 3 4 5
Builds trust with stakeholders who have a different working style than their own.	1 2 3 4 5

Consistency & Professional Presence

Behavior-anchored item	Rated 1–5
Behaves the same way in high-stakes and low-stakes situations.	1 2 3 4 5
Follows through on commitments without needing to be reminded.	1 2 3 4 5
Manages up, down, and across with the same level of professionalism.	1 2 3 4 5

Leading vs. Managing

Behavior-anchored item	Rated 1–5
Delegates meaningfully rather than staying close to the details of others' work.	1 2 3 4 5
Coaches and develops team members rather than solving problems for them.	1 2 3 4 5
Creates clarity and direction for the team, rather than reacting task-by-task.	1 2 3 4 5
Gives credit to the team and takes ownership of setbacks.	1 2 3 4 5

Drive for Results & Accountability

Behavior-anchored item	Rated 1–5
Holds self and others accountable to commitments.	1 2 3 4 5
Anticipates problems rather than only reacting to them.	1 2 3 4 5
Balances speed with quality — doesn't sacrifice one for the other.	1 2 3 4 5

Strategic & Big-Picture Thinking

Behavior-anchored item	Rated 1–5
Connects day-to-day decisions to broader organizational priorities.	1 2 3 4 5
Considers downstream or cross-functional impact before acting.	1 2 3 4 5
Brings a longer-term view into conversations that default to short-term thinking.	1 2 3 4 5

Close with one open-ended question at both baseline and close: "What's one thing you've noticed — for better or worse — in how this person shows up day to day?" The numbers show direction; the comments usually explain it.

Step 4 — Administer at Baseline and Close

Send the baseline survey shortly after development priorities are confirmed — right after the 360 debrief is a natural point. Send the identical survey to the same raters again near the final weeks of the engagement. Keep individual responses unattributed when you report back; you're looking at patterns across the group, not any one person's score.

Sample invitation email

“Hi [Name] — [Leader]'s manager and I are working together on a development plan, and we'd like your perspective, both now and again in a few months, on some specific behaviors we're focused on. It will take about five minutes, and individual responses won't be shared verbatim; we're looking at patterns across the group. Thank you for taking part.”

Step 5 — Reading the Results

- Compare average scores per item, and per domain, baseline versus close.
- Look for movement in the confirmed priority areas specifically — not just overall averages.
- With only three to five raters, look for direction and consistency of change across the group, not statistical significance.
- Weigh the open-ended comments as heavily as the numbers. They usually explain the “why” behind a score that didn't move.
- A flat score isn't automatically bad news — ask whether the behavior held steady under harder circumstances than before.

A Closing Note

This tool works well on its own. It works even better when the priorities behind it come from a validated 360 assessment and the survey sits inside a structured coaching engagement with real accountability built around it — which is the model I use with clients.

If you'd like help customizing this for a specific leader on your team, or want to talk through how a full engagement would work, I'd be glad to have that conversation.

[Book a 30-minute call →](#)

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