

Leadership Competency

Elizabeth 1

Getting the most out of your 360

Guidelines to understanding Your 360 Feedback Report

Identifying how you are seen by others can often provide a new perspective, creating the opportunity for improvement. Remember that it's not unusual for people to feel threatened by feedback, and it is important to take note of positive aspects of the results. Once recognised, these strengths can be used to help develop your full potential. The 360 feedback report is designed to increase your awareness prior to planning your personal development path.

The first time you receive this feedback you should be supported by a facilitator. This person's role is to guide you through the process and help you to interpret the results. Think about the following points when going through your feedback.

- Think about on developing your strengths further and take note of your areas for development.
- It is important to bear in mind the relevance of a particular skill to your current role when viewing ratings and prioritizing actions.
- Prioritise action in areas that will make the most different to your performance in your current role.

When viewing the narrative responses in your report, bear in mind that they may provide additional insight on your performance in areas which may not have been covered in other sections of the report. This gives your reviewers an opportunity to provide feedback that they consider particularly valuable to you.

General points about the process and outcomes of 360 feedback:

- All such tools are perception based and Reviewers may have different perceptions of the same situation.
- Always consider the report in context of your current role, team dynamics, short term projects etc. Any of these may have a bearing on the context of the feedback.
- The 'recency' effect. If you have had a difficult encounter with a reviewer prior to her or him completing the questionnaire this may have impacted on their assessment and the comments they submit. Equally a very positive encounter with a Reviewer may colour their perception
- Opportunity for observation - you may be doing something, but reviewers may not have seen you doing it
- Differences in reviews - you may have received 360 feedback before. You would expect to see changes where you have changed your behaviour, or where you have been working in a different role
- You have a choice about what you do with the feedback. Discussing 'next steps' may help you to decide what actions to take
- Confidentiality is critical. However, research has shown that the post-360-review development of candidates may be improved by discussion between the candidate and their reviewers.

The following questions can be useful in helping you consider the feedback:

1. What are the key messages from my manager?
2. What are the key messages from my direct reports & others?
3. Where are my development opportunities?
4. What are my strengths?
5. Where does my own rating differ from the ratings given by my manager, direct reports & others?

Reviewer categories

Your report will show results from a number of different types of reviewers:

- Your self review.
- Manager review (If appropriate).
- If you have more than 3 direct reports who have been invited to complete a questionnaire for you, this category of reviewer will show on your report as long as you have received feedback from at least 3 of them.
- You will also have been asked to submit details for 3-10 other colleagues for feedback. Provided at least 3 of these colleagues have completed a questionnaire for you, their results will show in the 'others' category.
- You may also have a Secondary manager review.

Competency Framework:

This review is based on the competency framework that has been selected by your organisation, or coach depending on whether the review is part of a structured development programme, or being used as a personal development tool on an individual basis.

Each competency will be shown with its title and behavioural statements, with the scores shown in a table detailing the ratings of each reviewer type. The scores provided by those in the Direct Report or Other category will be shown as averages rather than individual scores.

This report may also include graphic representations of the data.

Rating Scale

The behavioural statements in your report have been ranked by you and your reviewers, against a performance rating scale in the questionnaire. You may also have had each statement rated against an importance scale as well. The performance scale used can be seen at the bottom of the spider diagram page.

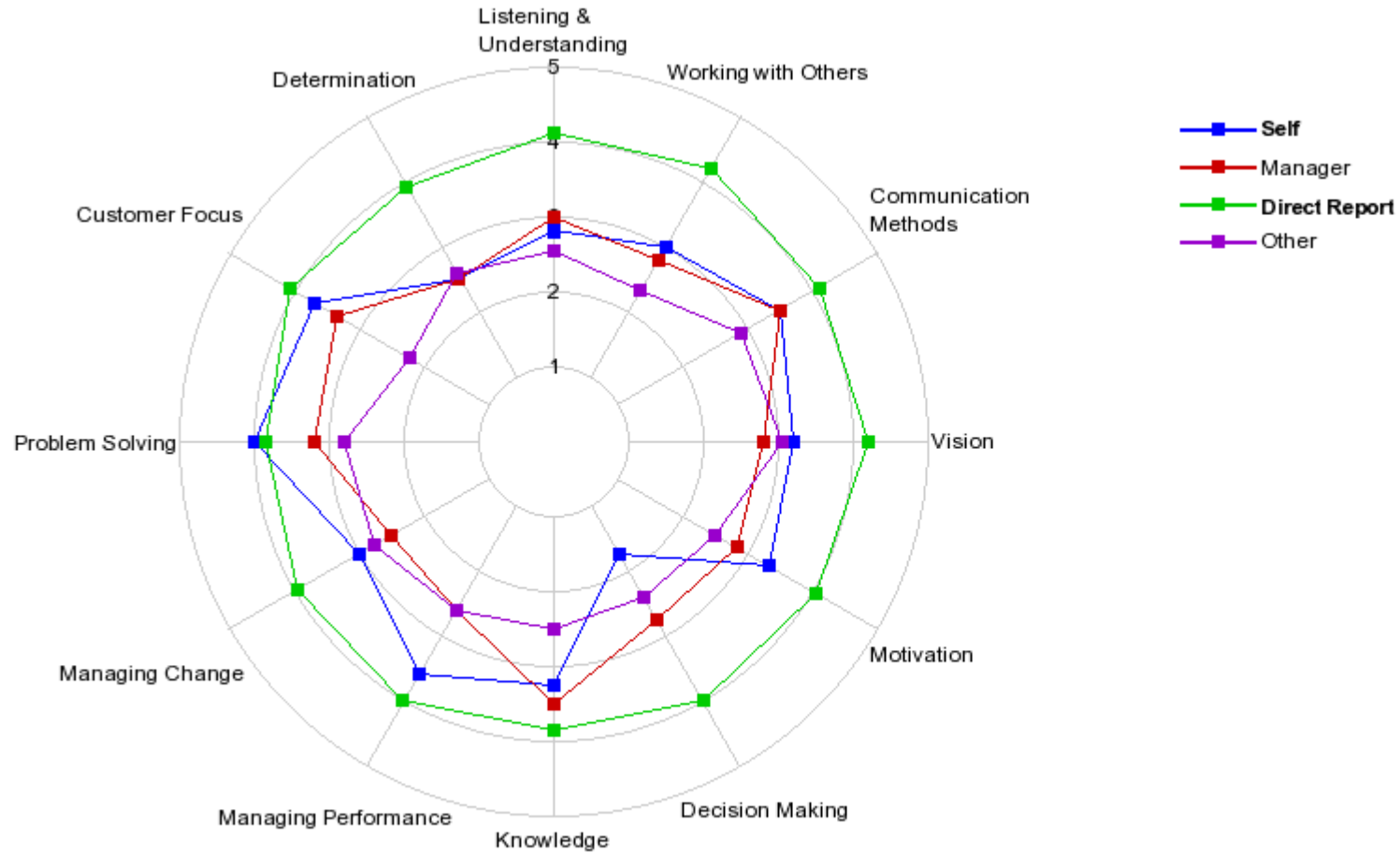
Report Sections

Your report contains a number of different page types: It is likely to include a spider diagram, a section of tables showing your scores for each behavioural statement, and a comments section that lists all text responses in alphabetical order. All comments are reported exactly as they are entered into the questionnaire.

You may also have a series of graphs showing the levels of each competency in the view of each reviewer type.

Your facilitator will be able to discuss the details of each page to provide you with a full understanding of the keys to the data and what to look for in each instance.

Competencies by reviewer type

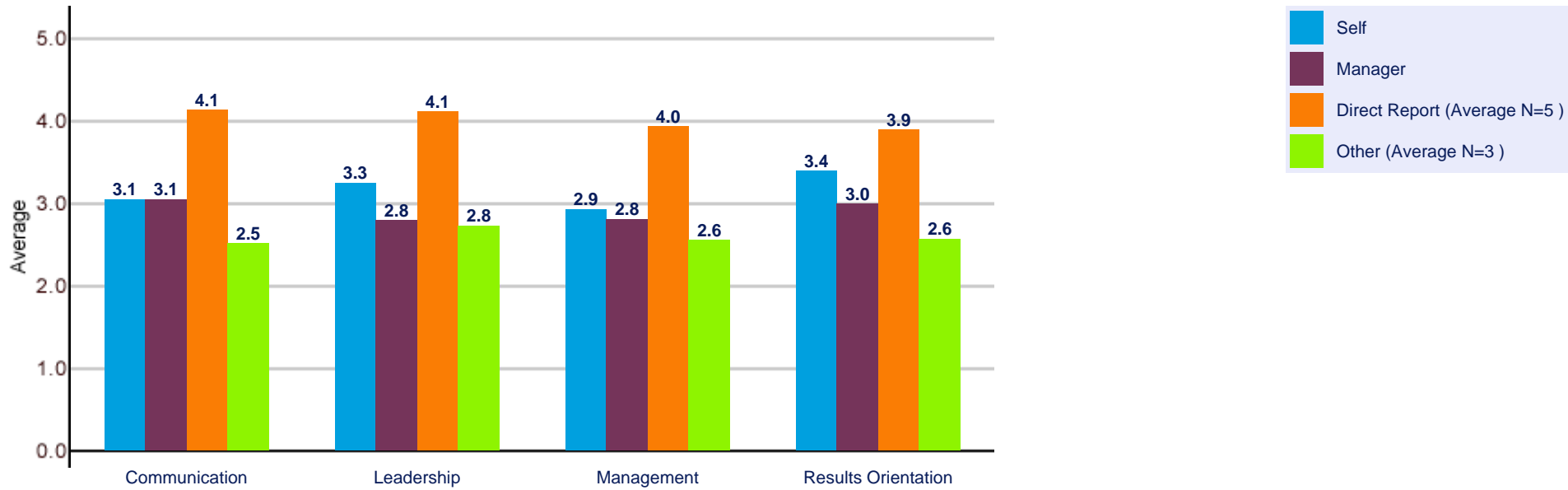


KEY:
1 - Ineffective / Not demonstrated
4 - Superior

2 - Needs development
5 - Exceptional

3 - Effective

Individual Overview by Category - Average score by reviewer type



Leadership

Question	Self		Manager		Direct Report			Other		
	rat.	avg.	rat.	avg.	avg.	avg.	var	avg.	avg.	var
Displays an awareness of the wider environment outside the organisation, and incorporates any implications into strategic decision making	3.0	3.2	2.0	2.8	3.8	4.2	High	3.3	3.1	Med
Formulates a vision for the future of the organisation / department	2.0		2.0		4.4		Med	3.3		Med
Is proactive and shows initiative in dealing with potential issues rather than simply reacting to events	5.0		3.0		4.4		Med	3.0		Low
Clearly expresses and articulates a vision	1.0		4.0		4.4		Med	2.3		Med
Supports corporate responsibility and accountability	5.0		3.0		4.0		High	3.3		High

Motivation

Motivation of others is supported by actions, not simply through words	2.0	3.3	5.0	2.8	4.0	4.1	Med	2.3	2.5	Med
Encourages initiative shown by others, even if the initiative doesn't lead to concrete results	4.0		3.0		4.4		Med	1.7		Med
Empowers others, encouraging them to take ownership of their work	4.0		2.0		3.8		Med	2.0		High
Supports continuous development in the organisation	5.0		1.0		3.8		High	2.7		Med
Sets clear and relevant goals, and supports their attainment	4.0		2.0		4.2		Med	3.3		Med
Treats others fairly and ethically	1.0		4.0		4.2		Med	3.0		Low

* - Insufficient data to compute

All comments are presented in their original format with no editing.

Q) Please list up to three things that you would like this person to continue doing

- ability to push through change
- appears to function well under pressure
- Approachable
- challenges current processes
- Direct with strength of character
- has the ability to motivate individuals and inspire the team
- positive thinker and motivator
- relates well with others
- values and welcomes input from others, give praise where due

All comments are presented in their original format with no editing.

Q) Please list up to three things that you would like this person to stop doing

- can be abrupt
- could perhaps listen more closely to team members
- hiding information about changes for too long
- listen to more opinions don't always rush to judgement
- perhaps has a tendency to shoot from the hip when making decisions an moving on. This not something I have necessarily observed but is from feedback from others
- sometimes can be overprotective of own staff
- sometimes not careful enough about confidentiality
- Time for development to greater understand processes involved
- too impatient

All comments are presented in their original format with no editing.

Q) General comments.

- By being more aware of others can develop into a top class manger
- champion of change and a great listener
- competent and effective manager

Gaining insight into your 360 review		
Expected Strengths	Unexpected Strengths	Which of these strengths can be leveraged to help achieve development and career objectives?
Expected Development Areas	Unexpected Development Areas	Prioritise the top three development areas for action

360 Review - Personal Development Plan				
Goals	Benefits	Success Criteria	Obstacles	Resources & Assistance
For each of development area identified, clearly state your goals and the desired outcomes	What benefits will be gained from working on each development opportunity?	What are your success criteria? How will you know you have achieved your goals?	What obstacles are you likely to have to overcome in order to achieve your development goals?	Define the resources you will need, and the people you will need help from, in order to achieve your goals.
Actions				Timescales
Write down specific actions you will take to reach your development objectives. Consider actions that will address development needs and those that will leverage strengths.				Write down the date by which you intend to take these actions.
Date for plan review : _____				

Copyright exists in this material. All rights reserved.

Notes: