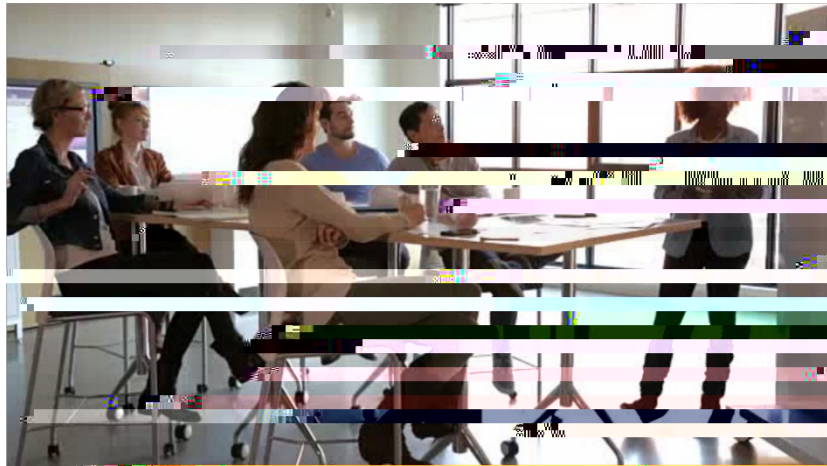


Manager-360 Assessment: Program Guide



A [Talent Acquisition & Development](#) Program

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Program Overview

- An opportunity to create and demonstrate a departmental culture where feedback is encouraged and viewed positively.
- An opportunity to increase your level of self-awareness.
- An opportunity to role model the importance of feedback, self-improvement, and up/down communication within the organization.
- An opportunity to be a part of something that very few managers dare.

Assessment Questions in the 360

We use the *Skillscope* 360 Assessment from the Center for Creative Leadership (<https://www.ccl.org/lead-it-yourself-solutions/skillscope/>). *Skillscope* is a research-based, multi-rater assessment that is designed to provide you with straightforward, practical feedback on job related skills and behaviors necessary for effectiveness in your role.

More specifically, *Skillscope* is a very “user-friendly” online assessment featuring 98 questions in the areas of: 1) Solves problems, 2) Communicates information, 3) Takes action, 4) Takes risks, 5) Manages conflict, 6) Manages teams, 7) Develops relationships, 8) Influences others, 9) Open to influence, 10) Develops people, 11) Knows the job/business, 12) Drives for results, 13) Manages time, 14) Copes with pressure/demonstrates integrity, and 15) Manages and develops self. The rating options for your evaluation team on each question is simply “Development Needed,” or “Strength.” There are also a couple of open-ended questions at the end for additional written feedback.

To see a sample report/results, contact Ken Pinnock (ken.pinnock@du.edu) or Craig Miller (craig.miller@du.edu)

Why Coaching?

It’s always important to have guidance, support, and coaching during the 360 processes from a neutral consultant/coach—in this case a member of the Talent Acquisition & Development team. A coach will help with:

- Advising you on how to assemble the most beneficial evaluation team.
- Going over your results constructively without over-personalizing comments/scores.
- Guidance on how to follow-up after the assessment with your evaluation team and any members of the team who were not asked to evaluate.
- Formulating goals and an action plan for moving ahead.

The Manager-360 Process Overview

The Six Step Process Consists of:

- Step 1: Identifying/securing feedback team
- Step 2: Preparing yourself / complete assessment
- Step 3: Review results with your coach
- Step 4: Review results with others/seek verbal feedback
- Step 5: Create annual BMC 360 feedback

How to ask someone to be your evaluator

1. Because you will be asking people to invest time and effort in providing you with feedback, you want to be as respectful as possible when asking so that they feel it's a privilege to be a part of your feedback team. That's why we recommend asking in person or by phone. A personal touch will go a long way.
2. Be sure you ask them to be on your evaluation team instead of telling them to be on it.
3. Also be sure to share with your evaluators

Additional Reflective Questions

- 1.

Step 3: Reviewing Your Results

Take it All In

When you get your manager-360 results (and before meeting with your coach), it's important to take your time looking over your scores and comments without jumping to conclusions, good or bad. The tendency is to look for the negatives and ignore the positives. Not good. Your feedback team put as much time into expressing your strengths as they did into identifying growth areas. It's critical you see the balance. With that said, here are some initial areas to explore when getting your results for the first time:

1. You'll want to explore your results at least three or four times. On the first pass, just simply look it over without any in-depth analysis. Don't write anything down or focus too much on one area. Avoid going right to the comment section. Just take it all in.
2. On your second pass through your results, start making notes and looking more into details, patterns, and surprises. Specifically:
 - a. What general categories were your scores high and which one(s), if any, were moderate to low?
 - b. Are there any "Blind Spots?" These are the statements where you either score yourself higher or lower than most responders on a particular statement. If you end up with several

3. Negative feedback and not surprising:

4. Negative feedback and surprising:

5. List the questions (or areas) where you and your direct reports were not all in agreement:

6. List the questions (or areas) where you and your direct reports agreed:

7. List the questions (or areas) where you and your manager were not all in agreement:

9. List the questions (or areas) where you and your manager agreed:

10. Results can sometimes be confusing or send mixed messages. What statements or comments would you particularly like to get more information/clarification on:

11. Other thoughts/notes:

What to Say in Your Follow-Up Sessions

1. State intention of meeting

"I wanted to share my results with you. Is this a good time?"

2. Thank participant (again) for participating

"Thank you so much for taking the time to fill out the 360-assessment."

3. Share results (overall strengths and growth

Verbal Feedback Notes

On Strengths:

On Areas for Improvement:

Areas to Follow-Up On:

Other:

Step 5: Now the Work Begins: The Action Plan

Step 6: Follow-Up

Next Steps

1. Pull out your action plan every couple of months to review your progress.
2. Meet with your manager specifically to review your action plan.
3. Check-in with all members of your feedback team from time to time and ask for feedback.
4. Consider one-on-one coaching.
5. Consider taking the Manager-360 assessment again in a year.

Additional Feedback Information & Exercises

should speak up. Think through your message carefully, and make sure you deliver it with specific examples and suggestions.

When you observe someone who needs feedback and you're reluctant to give it, ask yourself these questions:

If I were the person in this situation, would I want to be told?

With feedback, can the person change what's happening?

Would the feedback embarrass me to say it or embarrass the other person to hear it? If your feedback is embarrassing but necessary, spend time carefully crafting your message.

Misconception 4: *No news is good news.*

Truth: *No news is no news.*

Pretending that no news is good news prevents you from identifying and capitalizing on your strengths and improving your shortcomings. For the next week, ask each customer a simple question at the end of your conversation: "From your perspective, what's one thing we or I could do to improve our service, product, or process?" Take note of the answers.

Misconception 5: *Too much praise spoils people.*

Truth: *Praise that's grounded nurtures people.*

Although we understand our own need for positive reinforcement, most of us don't go out of our way to provide it to others. Why? Because no one's ever taught us how to give positive feedback that rings true. There's a simple formula for effective positive feedback: make it specific. "I'm glad to have you on my team" becomes "Your fresh approach to the shipping problem really helped us meet the deadline." Hear the difference?

Misconception 6: *Successful people don't need feedback.*

Truth: *Successful people and organizations know that feedback can turn failures into*

Misconception 7: *Receiving or giving negative feedback won't bother me.*

Truth: *Receiving or giving negative feedback is uncomfortable for everyone.*

Hearing critical feedback is difficult emotionally. So is dishing it out. There's a predictable pattern to our reactions, however, and knowing the stages people go through when they receive negative feedback may better prepare you to deal with such reactions whether they're yours or your staff members.' Keep in mind the following acronym, SARA:

Surprise or shock. You may have no idea how to respond at first. At this time, do nothing.

Anger. This stage also begs for inaction. Recognize your anger, do nothing, and know you'll move past it.

Rationalization. Here comes all your excuses and defenses. Before you share them with anyone else, listen to yourself and work to separate the purely defensive from the legitimate.

Acceptance. In this final stage, ask questions about anything that's unclear. Receiving negative feedback doesn't mean you have to accept all of it, but you do need to think it through. Then take what's helpful and put it to use.

There's no predictable timetable for moving through those stages. Different types of feedback will cause you to move through them at different speeds. Be concerned only if you seem stuck in one stage and unable to move on.

Misconception 8: *I give feedback. I told Susan about my problem with Bill.*

Truth: *It's only feedback if you're giving it to the person involved.*

John has a problem with Bill. John tells Susan about it. That's not feedback; that's a triangulated conversation. Unless Susan tells Bill a second-hand version of the complaint, Bill will still be in the dark about John's problem.

The same thing happens with praise. A supervisor often tells everyone else how great his or her team is: "My people know I'm proud of them." Do they? Have they ever heard it firsthand? Praise, like constructive criticism, needs to be delivered to the person who deserves it.

Misconception 9: *Leaders receive quality feedback.*

Truth: The higher up people are in an organization, the less likely they are to receive quality feedback. Many people fear reprisals for telling their leaders the truth. In some

people who have the information you need. It'll take time to build the trust necessary for people to open up. Don't give up. Your time investment will pay off.

Misconception 10: *Leaders actively seek feedback.*

Truth: *Leaders—like the rest of us—rarely seek feedback.*

Leaders often ask verbally for candid feedback while their body language or other nonverbal cues shout, "Don't tell me anything negative!" If you really want honest feedback, make sure that your nonverbal messages match your words. The quality and quantity of your feedback will improve.

Misconception 11: *I'll wait until later to deliver the feedback.*

Truth: *Except in highly emotional situations, feedback is better delivered sooner rather than later.*

There's always an emotional reaction to negative or positive feedback. No magic words make negative feedback painless. The longer you wait to deliver the feedback, the less likely you'll give it, and the less effective it will be. If you have something to say, say it now.

Misconception 12: *My boss won't give me any feedback.*

Truth: *If you need feedback, seek it.*

If your boss isn't a feedback pro, regularly ask for it and be patient as he or she learns how to make it specific and timely. Stop in your closemouthed supervisor's office once a week and make one of the following requests: "Give me one thing that I need to work on" or "What's one thing I do that you'd like me to do more of?" Listen carefully, and let your boss know how you acted on his or her suggestion.

You've now learned the value of feedback and some good ways to give and receive it. But you've had many years to practice ducking the process. You're going to need some time to change your behavior. Practice the pointers I've given you and measure your progress. The rewards will amaze you.

Do You Communicate Well?

Are you effective at interpersonal communication? To find out, ask yourself these questions:

1. Do I usually try to see the other person's point of view even if I disagree with it?
2. Do I ever ask others for feedback on my communication style?
3. Do I know what my image is among my co-workers—or am I assuming I know what it is?
4. Do I resent the good ideas of others? Am I envious of others' successes?
- 5.

The Act of Receiving Feedback

1. Listen intently
2. Avoid interrupting
3. Paraphrase what you heard
4. Ask for more information, examples
5. Ask for preferred behavior
6. Suggest alternatives if necessary
7. Commit to doing something
8. Say "thank you"
9. Devise ways to ensure change is permanent

Individual Feedback

Here is a feedback exercise that you can do individually or as part of a group exercise.

To: _____ From: _____

1. From my experience in working with you, I see your strengths to be...
2. Regarding areas of improvement, what I'd like to see you do more of is...
3. An area where we both might be able to improve upon in working together would be...

Team Feedback

Here is a group exercise that helps self-assess the group itself and the leader. In this exercise, everyone is to answer the questions aloud in the presence of the whole team.

1. When our team is clicking on all cylinders and working well together, what's happening?
2. When our team is not clicking on all cylinders and is not working together as well, what's happening?

