



# Individual 360 - A Guide

This Guide will cover the basics of our 360 Reviews. It aims to give you the confidence to do one yourself, and invite contributions from those you work alongside.

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## What is a 360?



A 360 review is a way of receiving feedback from a wide variety of people on 'how they experience you at work'. A 360 is used to help you understand how others experience you, so that you can adapt your behaviour (if you choose to). The '360' element refers to the fact that you get views from all around you.

## How does doing a 360 help?



People in organisations don't always get constructive feedback.

When it comes, it's often in the form of performance related annual reviews; infrequent, often nerve-wracking encounters rather than regular, liberating and constructive experiences. At other times you might get feedback from a colleague when something goes wrong, which is not always an ideal scenario for a constructive and helpful conversation.

A 360 review can help because it combines carefully considered views at a point in time from a range of people. Research has shown 360s to be an effective way form of self-development.



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## What's special about the Teams and Leadership 360?



Our 360 is slightly different from traditional 'management' 360s.

The Teams and Leadership Individual 360 has been designed specifically as a 'personal and professional development' tool for you, and is controlled by you, for your benefit.

A traditional 'management' 360 involves you asking specified colleagues - your boss, your peers, your reports - to contribute their views. Often, the list of contributors is specified for you by the organisation. Their views are differentiated out from each other into different groups in your report, and some (e.g. your boss's) are not anonymous.

With the Teams and Leadership Individual 360 you are the person who chooses who contributes to your review (you can even choose people in other organisations), and they all contribute anonymously. We do this because we think you are the best judge of who will give you useful feedback, and that feedback you do receive will be most honest if it is anonymous.

So you are in control - which also means you take charge of your own development and direction. You will be supported by all the resources we, and your workplace, provide and point you to.

Both types of 360 have their place.

## How does the T&L 360 work?



The Teams and Leadership Individual 360 is easy to set up online. You are given a link to send to your contributors, who answer 26 questions about their experience of working with you.

It is completely confidential and takes about 5 minutes to complete. You complete a self-assessment too.

This information is then collated into your Individual 360 report, which benchmarks your review against a database of other people who have completed the Teams and Leadership 360.



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## What will the report tell me?



The Teams and Leadership Individual 360 report will:

- Give you an **overview** of how people experience working with you (without you having to wade through 20 pages of charts and tables).
- Show you **benchmarks** about how you score against a database of 360 reviews, for comparison.
- Show you **what people think you do well**, and **what people think you might improve**.
- Include **anonymised comments** from people who completed your review.
- Point you to **tailor-made resources and exercises** to help with your development.
- **Energise you** to take action where you think it is most important.

## When should I do a 360?



You can do a 360 at any time you like.

It's best if you have worked with your colleagues for some length of time (e.g. a couple of months; enough time that they can legitimately feed back to you).

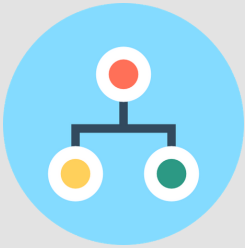
You can also choose to do your 360 as part of a review with your manager, but remember this review is confidential to you unless you choose to share it.

If you're unsure, you can try setting up a 'self-assessment only' 360 (without contributors) first to get a feel for what to expect.



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### How many people should I ask to contribute?



You can ask as many people as you like.

Most people aim for between 6-12 people for a varied and reflective snapshot of your strengths and weaknesses.

### Who should I ask to contribute?



Look around you: who do you feel is best placed to feed into your 360? You may want one or two people who are more senior in the organisation, colleagues in your team, and those who report to you. With the Teams and Leadership 360 you can also ask people outside your organisation. You might want to ask external people who work with you on a project, or a customer you have a lot of dealings with.

### Should I only ask people who like me?



You probably want to hear positive things about yourself, but honest, accurate feedback is the best source of material to learn from. Invite feedback from a spectrum of contributors, not just friendly faces. Ask people whose judgement you trust, and who will give you honest feedback.

### What about people I used to work with?



Absolutely - invite them to contribute if they have experience of working with you. This can be especially helpful if you or they have recently moved jobs, as they will give you constructive feedback from the perspective of an ex-colleague.



## What to do when you read your report...

If your contributors have given you honest and constructive feedback, you'll probably see:

- A range of scores, with some higher than you expected, and some lower.
- Comments from your contributors about what they think you do well, and areas where they think you might improve. Some of these will ring true to you, some you may be surprised by.

Read through the feedback carefully, and make a list of the points that YOU feel are most relevant for future action. You may well want to discuss aspects of the report with someone - a close colleague, or a coach if you are lucky enough to have access to one.

The important thing for improvement is to set out an action plan, with actions starting NOW. Don't say you'll come back to it. Small steps now will start you on your journey. Without making life onerous for yourself, see these first steps as 'quick wins' that motivate you to continue.

Read the suggested exercises for your development. If you find one that looks promising to you, do it. Most of them don't take long and will stimulate further action. If, for example, your report has suggested that you could be better organised, you may want to read about better time management, or priority setting and try some of the practical suggestions. The actions for improvement are not usually complicated, but can make a big difference to you and those around you.

If you are going to try to improve in a certain way, you might like to tell one or two close colleagues, and ask them to see if your efforts are making a difference. Are you getting better organised? Are there other things they can suggest you doing? You can then get other people's views by repeating the review in 6 months' time.

## ... and what NOT to do when you read your report!

A 360 is for your benefit, and your contributors will want you to appreciate the praise and take the points for improvement on board. People are trying to help you, not harm or judge you. So, to make the most of your report, please **DON'T ONLY SEE THE NEGATIVE**. You, like many of us, will find your focus drawn to anything you see as negative, despite all the good things people say about you. But it is not helpful for your journey to improvement, so try to resist that tendency. (You'll even find a page and an exercise on the website on 'Overcoming disempowering thoughts!').

It is highly unusual for a 360 to come back as wholly critical, or wholly brilliant, and without things people think you could improve on or would like you to do differently. Indeed, if you do get feedback that is entirely one or the other, it's likely that your contributors aren't fulfilling their side of the bargain. Try to see both aspects of the feedback.

If you do find feedback that you find particularly difficult, you may want to talk to someone who will give you help and support in thinking it through. Speak to the person in your workplace who is most likely to give you that help.



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### And on a lighter note ...



Collected from our Coaching community, here are some of our favourite real-life responses to 360 feedback:

"All my strengths are right, but my weaknesses are not"

"This must be someone else's report!"

"The software must have scored this wrong"

"My contributors didn't understand the questions"

"I used to be that way... but I've changed"

and finally

"It's all true!... but I just don't care" 😏

## Individual 360 - A Case Study

**This is based on the Chris Miller Individual 360, which you can look at alongside this case study if you wish.**

Chris is a Business Development Manager. She had been in her role for 2 years, and manages 5 people. Although she likes her work on the whole, she had become frustrated of late. She felt a bit let down by her team's performance, and that they had been too passive and hadn't been giving her enough recently.

Chris met with her boss to talk about her frustrations, and her boss suggested that she might want to meet with a coach. Chris's was not initially convinced (she felt this was her team's problem, not hers), but she'd never had a coach, and was intrigued.

She met with her coach, who suggested that she might want to do an Individual 360 in order to get a snapshot of her colleagues' perception of her leadership and contribution to the organisation. Chris was hesitant, as she was secretly a bit afraid of what might come back to the questions which would be asked. Chris's coach suggested that she find 8 people, and that it would be a good idea to include her boss and her team.

Cont...



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After giving it a bit of thought, Chris decided to proceed and set up an Individual 360 review.

Although she was tempted to choose the option without contributors, she remembered her coach saying that she would get a lot more value from the Individual 360 with Contributor option.

Chris set up the 360, and emailed the questionnaire link to her Contributors, thanking them for their help and with a request that they fill it out within 7 days. She asked the following people:

- Janet, her line manager
- Derek, the Deputy Director in another part of the organisation, for whom she'd undertaken a couple of projects
- Lin, a Business Development Associate (one of her team)
- Ben, a Business Development Associate (one of her team)
- Alice, a Business Development Associate (one of her team)
- Gary, a Senior Business Development Associate (a former colleague)
- Santi, a recent Business Management graduate (one of her team)
- Alex, a Marketing Manager of her grade with whom she had regular meetings

After 2 days, Chris checked on the T&L platform she had received 4 responses. She sent a polite reminder email as a result, and when she checked the Review Dashboard after 7 days she saw that the questionnaire had been completed by all 9 people - her, plus her 8 Contributors.

Feeling a bit nervous, Chris opened the review. To her surprise, she scored 73%, which was in the top 10% of scores in the database. There were areas where her Contributor scores were consistent with her views of her performance, in areas such as having a Can-Do attitude, handling disagreement constructively, and in having a high expectation of herself and of others around her.

There were areas which she thought she was performing well, and her Contributors agreed (Clarity of Focus, Focus of Key Business Goals) and areas where she felt she was struggling, and her Contributors agreed (Managing workload and priorities well, encouraging and supporting others).

There were also some fascinating areas where her view of her strengths and weaknesses did not tally with her Contributor scores; for example, Chris thought she was quite strong on delivering what she said she would, and making good decisions, but her Contributors were more neutral over this. On the other hand, Chris marked herself low on a good number of areas which her Contributors thought she was doing (sometimes considerably) better in (e.g. being a good team player).

Cont...



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Chris then read through what her Contributors considered her development priorities. The top suggestion was 'Generating Optimism and Confidence', which Chris was not sure she agreed with. She thought she was pretty good on that already. She paused at this moment, and considered what her coach had said about being open to the feedback, and decided she would be prepared to work on it.

Chris was lifted by the number of positive comments, and what they said. She was particularly pleased with the comment that her 'main strengths are her ability to organise, her work ethic and her great personality. She has great strength of character and has the ability to motivate others'.

She read through the suggestions for improvement, and found them to be straightforward and, if she was honest, quite hard to take. She took issue with a few of them, especially the comment that she 'can sometimes alienate people and doesn't always support or encourage'. She thought this was unfair. She was about to put the report down when she caught herself, and decided to read through the comments again. On a second read through, there was more positive than she initially thought, even in the suggestions for improvement.

Chris sent the 360 to her coach, and asked if they could talk about it the next time they met. A week later, when they sat down together, the coach asked Chris how she was doing, and what she had taken from the report. Chris said that she had found it a bit more useful than she first anticipated, was pleased about all the positive comments, but had found the improvement comments harder to take on board than she thought she would.

Chris and her coach worked through the comments, and by the end of the session Chris felt excited about addressing some of the issues they raised; in particular, as it happens, what she could do to generate optimism and confidence in her team.

A week later, Chris called a meeting with her team. She thanked everyone for filling in the questionnaire, and said that she wanted them to work on an exercise together to help generate some optimism in the team. The team had a great session, and they all went away feeling positive about the new direction Chris had taken.



**Good luck with your 360 Review!**

### **Any questions?**

Please email [support@teamsandleadership.net](mailto:support@teamsandleadership.net) for help, access Teams & Leadership on your organisation's intranet or visit [teamsandleadership.com](http://teamsandleadership.com) for further information on the range of Teams & Leadership offerings.