ELLIS LOCKE
& ASSOCIATES

360° Feedback

360° Feedback is a confidential and anonymous process that generates credible feedback from the people within one's circle of influence. When used properly, 360° Feedback can be a highly effective tool to help uncover blind spots and provide insight for development planning. This information is very useful to support leadership development initiatives including talent management, succession planning and performance management. The following outlines the principles and process we typically follow in conducting 360° Feedback. However, the process can also be customized to your particular needs.

Operating Principles

Our approach to the use of 360° Feedback is based on the following principles:

- **Development Purposes Only.** Raters and participants are assured that the data will be used for development purposes only, and that the feedback data will go only to the participant and his/her coach, and not to HR or his/her boss.
- **Anonymity.** Raters remain anonymous. They are assured that, with the exception of ratings provided by the participant's immediate manager, the ratings they provide will never be identified with them.
- **Aggregation of Data.** Ratings are presented as rater group averages, not as a collection of individual data points. This gives a more stable and meaningful estimate of the participant's strengths and weaknesses, and enhances the anonymity of rater responses.

Program Outline

- **Create Survey.** We recommend using a survey of about 35-40 items, each of which is rated on a standard 10 point "Performance" rating scale, plus the use of open-ended questions which elicit illuminating comments and suggestions for improvement from raters. Possible open-ended questions may include:
    - What do you feel are this person's most important strengths? (i.e., what should this person KEEP doing?)
    - What specific things would you like to see this person do more of, or do better, and what would the benefit be for him/her? (i.e., what should this person START doing?)

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    - What specific things would you like to see this person do less of, and what would the benefit be for him/her? (i.e., what should this person STOP doing?)
    - What else would you like to say to this person?

- **Launch Briefing.** An Ellis Locke & Associates consultant would conduct a "launch briefing" with the participants to review the basic principles and concepts of multi-rater feedback, and to provide them with a step-by-step overview of how the project would proceed. Rater list worksheets would be distributed to each participant. Participants would use these to record the names, email addresses and telephone numbers of the individuals from whom they wish to obtain feedback. Completed rater lists would then be emailed back to Ellis Locke & Associates. In addition to the participant's immediate manager, we recommend requesting feedback from a minimum of four peers and all direct reports. Additional rater groups can be specified (e.g., key external contacts, customers, project team members, etc.) and there is no specific limit on the number of raters that a participant can include.

- **Production/Distribution of Materials.** Ellis Locke & Associates would send each rater a notification email with detailed instructions on how to log on to our 20/20 Insight survey website. Each email would contain a specific assigned username for that rater. Each rater would be able to create his/her own password after logging on to the website to ensure that their responses are absolutely confidential.

- **Data Collection/Production of Reports.** Ellis Locke & Associates would conduct the necessary email and telephone follow-ups with "tardy" raters. When all surveys have been received, or when the final deadline for survey completion has arrived, feedback reports would be produced for each participant.

- **Report Distribution Briefing.** The participants would receive their feedback reports during a Report Distribution Meeting, to be conducted at your facilities by an Ellis Locke & Associates consultant. During the session, participants are walked through the structure of the 360° Feedback report, and provided with a booklet, developed by Ellis Locke & Associates, entitled "Analyzing Your Results". Over the course of the following 2-3 weeks, the participants would need to devote 2-3 hours to analyzing the feedback data.

- **One-On-One Coaching Session.** Approximately 2-3 weeks after the report distribution session, a one-on-one meeting between each participant and an Ellis Locke & Associates consultant/coach would take place. This meeting typically lasts 1.5-2 hours. Prior to the meeting, the Ellis Locke & Associates consultant/coach would have spent approximately 45 minutes reviewing the participant's feedback report to identify key themes and issues, and possible "blind spots".

During the one-on-one meeting, the coach/consultant would spend time reviewing the 360° Feedback information with the participant to discuss strengths, development needs, and any aspects of the feedback that may have been puzzling or confusing. The intended outcome of the meeting is a clear understanding on the part of the feedback recipient of the major themes and messages in the report and a sense of what are likely to be the most important development objectives. It is also an opportunity for the coach to suggest developmental strategies and resources that are appropriate to addressing the objective(s) the participant has selected.

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- **Draft of Development Plan.** Participants would be required to prepare a development plan as an integral part of the program. The document would be structured around the following five headings:

  - **Key Lessons and Insights** - what the participant learned from the 360° Feedback process
  - **Development Targets** - what the participant wants to work on as high priority personal development targets
  - **Action Plans** - the specific actions, strategies and techniques the participant will use to achieve the changes targeted
  - **Resources** - the resources (time and funds) required to put the plan into action
  - **Success Criteria** - a description of criteria or indicators by which the success of the plan will be judged

- **Review of Draft Plan.** A draft of this plan should be submitted to the Ellis Locke & Associates coach for review and feedback. Following revision by the participant, it must then be submitted to the participant's immediate manager, with a copy to HR.