

# Interpreting the Voices 360 Report

**Name:**.....

**Date:** .....



# 360° Feedback report

## Self-debriefing and development plan guide

Your raters have generously taken the time to reflect on their observations of you and are offering them as feedback. Having said that, everyone reacts differently to 360 degree feedback – accept that your reaction is very real and valid for you.

In any 360 degree process it is hoped that over time you move through the following 3 phases:

1. **Awareness** – is like having a mirror held up to yourself so you get the other person's perspective . . . what they observe of you.
2. **Acceptance** – is accepting that this is the rater's experience of you.
3. **Action** – *Awareness and Acceptance* is not doing. 360° feedback may provide an important reality check but this in itself won't make a practical difference. You need to plan some steps for working on the things that you feel are important for you in your current role and for future roles.

### Your self-debrief

When you first looked through your 360° report what were your **initial thoughts/observations/reactions**? Why do you think that was so?

Revisit this in 24 hours – Have they changed? If so, why? Write them down here.

Using your 360° report, identify any **themes** that stand out in your skill ratings. What are the consistent themes from all raters?

What are the **rater groups** really telling you? (Look at the *Group Summary on Skill Ratings* section.) Which competencies do the groups agree on and on which do they have differing views?

#### Self:

- Strengths
  
- Development needs

**Boss:**

- Strengths
  
- Development needs

**Peers:**

- Strengths
  
- Development needs

**Direct Reports:**

- Strengths
  
- Development needs

**Other:**

- Strengths
  
- Development needs

Which is the **priority rater group** for you over the next year?

Why?

Do you have any blind spots?

What impact might these have?

Do you have any hidden strengths?

What is stopping you from seeing your hidden strengths?

**In summary choose around three items for each of the following:**

Your Strengths:

Your Development Needs:

Your Disagreements:

Need more information on:

The competencies your raters see as the most important for your job:

## Your development plan

The insight you have gained from your 360° report needs now to be turned into a development plan for you to implement.

Consider your 360 feedback and how this impacts on any previously identified goals. Integrate the main findings from your 360 into these goals, specifically by creating a new goal, incorporating development actions into an existing goal, or by re-evaluating your previous assumptions/goals. In particular, you need to consider what you would like to achieve or improve on in your current role and work environment and how to use it to assist you in achieving the goals you set yourself.

SMART Goal:

Measure:  
Timeframe:

SMART Goal:

Measure:  
Timeframe:

SMART Goal:

Measure:  
Timeframe:

SMART Goal:

Measure:  
Timeframe:

- What are the likely barriers to you implementing your SMART goals?

- Identify the resources or support you need to help you put in place your SMART goals.

What are you going to do?

This week?

Next week?

In the next 3 months?

In the next 6 months?

If you can achieve just one thing from this team process for the IS group . . . What would that one thing be for you?

## **A suggested way forward:**

**Acknowledge the feedback.** At one level, this is simply the good manners of thanking your raters for taking the time to provide the feedback. At another level, it is important to summarise for your raters, the key messages that have emerged from the exercise, taking positive feedback with grace, and any challenging messages with humility.

**Open up a dialogue.** Formal 360° feedback typically throws up more questions than it answers. Individuals who take the time to ask for further feedback and to listen are more likely to set an agenda for development.

**Summarise with honesty.** Some individuals “get it immediately” and accept the results. Others need time to work through the issues. Allow yourself time for reflection but also commit to developing clear goals for yourself on your development priorities.

**Commit to action.** Development does not take place in a vacuum. It occurs in the flow of life, and in the mix of working relationships - up, down and across the organisation. You need to decide, *not just the facts about your feedback but the focus of the development.*

**Feed-forward.** Feedback is about the past, and the past can't be changed. Feed-forward projects the 360° feedback exercise into the future. Feed-forward asks you to:

- identify the areas you want to work on, those areas that will make a positive difference in your leadership life
- be able to describe this to others, work colleagues, friends, family, trusted advisers
- seek suggestions from others that might help make a positive change; listen to the ideas and say “thank you”.

**Use a Mentor.** No one changes their outlook and ways of working overnight. Maintain a dialogue with a mentor (or trusted colleague) to establish some discipline around your progress; to keep reinforcing objectives, and to “stick” with the process of change. Development is about the daily and weekly disciplines of staying with the program of change you have set for yourself. A mentor will be invaluable to support you on your development path. If you don't have a mentor currently, we suggest you seek out a support person who you think would be able to provide ongoing feedback and support for your goals and aspirations. This may be someone either within or outside your current organisation.

**Planning notes:**