



360 Participant's Guide

How to Get the Most Out of Your 360 Degree Feedback Report



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The information given (in the report you are going to receive) was gathered from the surveys taken by your managers, peers, subordinates and other groups of people you interact with in the professional arena on a daily or weekly basis. This type of information is called Multi-Rater Feedback, Upward Feedback and more commonly 360 Degree Feedback.

The purpose of 360 Degree Feedback is to help you develop both professionally and personally by understanding how others perceive you. It can be difficult to know how others react to the way a person handles situations or expresses themselves. The 360 Feedback method helps people understand the true impact of their actions and words through the opinions of others.

As you examine your results, remember it is impossible to satisfy everyone. Some individuals have unrealistic expectations. Try not to get discouraged with the feedback and use it constructively as a starting point for improvement. Feel proud about the practices where the majority of people are satisfied with your performance.

An effective person strives to understand and meet the needs of managers, co-workers, team members and customers. When a person consistently meets the needs of others, the results are more cooperation, fewer complaints and higher customer/job satisfaction. Some needs are unrealistic. Remember, meeting the job-related needs is what builds effectiveness.

The feedback you will examine was gathered with the intent to help you better understand the impact and effectiveness of your current practices. The majority of this feedback will likely confirm assessments or opinions you anticipated. Also, it is likely that the majority of the feedback will reflect other people's satisfaction with many current practices. In addition, some of the feedback from others may have "surprised" you. Their desire for you to change may cause you to become discouraged. You may begin to feel hurt or angry as you think about these responses.

It is important for you to understand that feeling "uncomfortable" or "disappointed" about other people's desire for you to change is normal. Almost every person has some natural difficulty initially accepting feedback that indicates other people's desire for them to change.

Yet, it is this "feeling of disappointment" that causes people to make plans to improve!

To use this feedback to help you improve your current effectiveness, there are three things you might do:

1. Identify your current strengths, as well as the changes that are the most important to increasing your effectiveness.
2. Develop specific strategies or important plans that will support your commitment to increase your effectiveness.
3. Communicate your commitment to change to the people who provided the feedback.

These steps can be done immediately after examining the feedback.

Identifying Strengths and Developmental Needs

The first step in benefiting from the feedback you received is identifying your current strengths as well as identifying the practices that are the most important for you to improve upon first.

In answering the following questions, it is important for you to keep in mind the specific demands of your job, your own capabilities, your own limitations and the climate or culture within your organization.

- 1. What are the specific practices that others have indicated that you are currently performing best? (List 4 to 6 current strengths)**

- 2. What are the specific practices that others have indicated as having a lower level of performance? (List 3 to 4 possible improvements)**

Discussing Your Feedback with Others

The people who provided you with feedback did so with the intention of helping you become more effective. You would not have the specific new insights on the effectiveness of your current practices without their efforts.

Therefore, it is extremely important that you communicate with as many of these people as possible about your reactions to their feedback. **Specifically, you are encouraged to:**

1. Thank the respondents for taking the time to complete the survey and allowing you to benefit by receiving feedback on your performance.
2. Acknowledge one or more new insights of your behavior that came from receiving feedback.
3. Mention one or two initial changes you plan to make as a result of the feedback you received.
4. Ask them to provide you with additional feedback as you attempt to make these changes.

Your follow-up will produce important benefits to the people who provided you with feedback. Specifically, they will:

- Realize that their feedback was carefully and thoughtfully examined and that some improvements are likely to occur.
- Better understand why some of your current practices are undergoing change.
- Be more comfortable in giving you additional feedback and support as you work on changing.
- Be more open in completing similar feedback surveys from you in the future.

More importantly to you, “going public” with your intentions to change puts some healthy and helpful pressure on yourself to improve your performance.

Final Commitments

What you do after this program will determine the extent to which you will grow, develop and improve your effectiveness.

**Training programs don't make people more effective...
Rather, people make themselves more effective.**

Putting what you have learned into practice is the next step. Making specific time commitments and then keeping those commitments will significantly influence how quickly you improve your effectiveness.

Identify the dates you will accomplish the following critical actions:

Critical Action	Commitments
Decide on an individual development plan for 2 to 4 important changes.	I will do this by: _____
Place visual reminders in places that will help you stay focused on the behaviors you are trying to improve.	I will do this on: _____
Discuss the changes you plan to make with your immediate manager.	I will meet on: _____
Communicate with other key people the changes you plan to make that will improve your effectiveness with them.	I will send a memo by: _____ or I will have a meeting by: _____
Meet with others in this program to discuss the progress each person has experienced.	We will meet on: _____