



ROUND and ROUND: Using 360 Feedback for Improved Leadership

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February 20, 2018

Alimo-Metcalfe and Self-Awareness

- What's the **BENEFIT** of self-awareness?
- **TRANSFORMATINAL LEADERSHIP** – idealized influence, intellectual stimulation, individual consideration, inspirational motivation
- **TEAMS** are better than managers at identifying team performance
- **DISCREPANCIES:**
 - How would you rate yourself?
 - How would others rate you?
- How do you handle **CONFLICT?**
- 360 feedback helps you build self-awareness and improve your performance and the performance of your team.

SELF-ASSESSMENTS - Groups

- What self-assessments have you taken?
- Rank your self-assessments at your table based upon:
 - Did you agree with the results?
 - What was the value of the assessment?
 - Would the assessment be valuable to those at your table?

Think of this as if you were giving recommendations to your peers for what assessments they should complete.

SELF-AWARENESS

- Defensiveness in self-perception
- Maintain positive self-image to preserve self-esteem
- **ATTRIBUTION ERRORS** - where do you place blame or praise?
- What do we do with the results of our 360 feedback? Objectively reflect vs. defensively react?
- 360s are **DEVELOPMENTAL**, not **DISCIPLINE!**
- What dimensions will you focus on in your development? The 360 will tell you - desired change, plan for change, how to do it, and it's up to you to do it!

Feedback - GROUPS

- What positive experiences have you had with feedback - giving or receiving?
- What causes us to not give feedback effectively?
- What causes us to not give feedback at all? What is the cost of this?
- How can we improve in both offering and receiving feedback?

360 Assessment **FEEDBACK**

- **CUSTOMIZE** your survey
- **SELECT** raters
- **GENERATE** your report
- **SELF-ASSESSING** your results

CUSTOMIZE - Competency Framework

- Communication
- Decision Making
- Developing Others
- Leadership
- Developing Self
- Integrity and Ethics
- Motivation
- Planning and Organizing
- Relationship Building
- Adaptability/Change
- Analytical Thinking
- Financial Awareness
- Customer/Patient Focus
- Driving Results
- Influencing
- Innovation/Creativity
- Strategic Awareness
- Teamwork

CUSTOMIZE - Prioritize Your Goals, 30 min., Groups

Identify 3 - 5 themes/areas where you need to build self-awareness. What topics resonate most with you?

- Passion to Succeed
- Business Acumen
- Influencing Others
- Learning Agility
- Leading Courageously
- Leading Change
- Building an Engaged Team
- Collaboration
- Strategy Execution
- Coaching/Developing Talent
- Visionary Thinking

SELECT - Initiate Your 360

- Who do you send it to?
- Why?
- How many people should I send it to?
- What do I tell them?

GENERATE - The 360 Process

- Email a list of your completed statements to Misty Sidel at msidel@bellevue.edu no later than Sunday, February 25th.
- Misty will email you a link to your survey.
- **ANSWER YOUR OWN STATEMENTS AND RECORD YOUR ANSWERS!!!**
- Send the link along with a short explanation to your respondents with a **deadline of March 16th**.
- **Send a reminder on Tuesday, March 13th**.
- You will receive your results by March 19th.

SELF-ASSESS - Just the Beginning of Planned Development

What do I do with the results?

- JUSTIFICATION for Coaching, IDPs, Performance Reviews, etc.

Similar to receiving feedback:

- Specific goals
- Actionable problems to be solved
- Honesty, openness, integrity
- A desire to grow
- Trust
- Time to practice
- On the edge of your pilgrimage
- Maturity
- **ACCOUNTABILITY!**

SELF-ASSESS - Hidden Strengths and Black Holes

What hidden strengths have been revealed so far?
What strengths do you think you would like to build upon?

- Hidden Strengths - "360 feedback might challenge some leaders to accommodate their view of themselves and "own" strengths they may not have recognized."

What black holes might exist? Do you have an inkling? How will you find them and fix them?

- You have to "own" black holes, too!

Writing Good Statements

- Focus on specific BEHAVIORS
- Tangible
- Structured
- Focus on the outcome - PERFORMANCE
- Constructive
- Actionable
- Situational - include specific situations or context, not generalities
- Painful?

Writing Good STATEMENTS - EXAMPLE

- How well does Mike communicate?
- How effective does Mike communicate?
- Mike effectively communicates.
- Mike effectively communicates expectations.
- Mike effectively communicates specific performance objectives.
- Mike effectively communicates individual performance objectives to specific staff.
- Your next statement could build on this.

360 DEGREE FEEDBACK Survey

Writing Workshop

GOAL: walk out with **15 MAX.** GOOD STATEMENTS that will help you become more self-aware.

YOU MUST USE THIS SCALE:

- 5 - Outstanding Strength
- 4 - Strength
- 3 - Competent
- 2 - Needs Some Improvement
- 1 - Needs Significant Improvement

360 DEGREE FEEDBACK Survey

Writing Workshop

- **HELP EACH OTHER! REVIEW EACH OTHERS' STATEMENTS!**
- Use the data and materials you brought.
- Write the statements. Test them on each other.
- Dr. Freel will circulate to help.

SAMPLE STATEMENTS from Today

- Sample

ANY Questions?

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