

On the left side of the slide, there is a decorative graphic consisting of several orange circles of varying sizes. The largest circle is at the top, and several smaller circles are arranged below it, some overlapping. The circles are set against a background of vertical orange stripes of varying widths.

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**ROUND AND ROUND: USING 360 DEGREE
FEEDBACK ASSESSMENTS FOR IMPROVED
LEADERSHIP**

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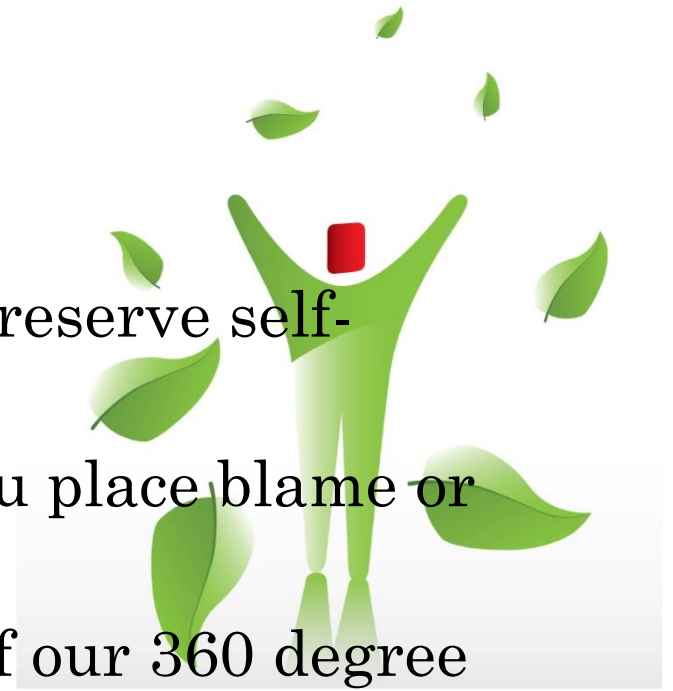
ALIMO-METCALFE AND SELF-AWARENESS

- What's the benefit of self-awareness?
- Transformational 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 do you think others would rate you?
- How do you handle feedback?
- 360 degree feedback helps you build self-awareness, and thus, improve your performance and the performance of your team!



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 degree feedback? Objectively reflect vs. defensively react to the situation?
- What dimensions will you focus on in your development? The 360 will tell you! – desired change, plan for change, how to do it, do it!



FEEDBACK - GROUPS

- What positive experiences have you had with feedback – giving or receiving?
- What causes us not to 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

1. **Customize** your survey
2. **Select** raters
3. **Generate** your report
4. **Self-assessing** your feedback



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 MINUTES, TABLE ACTIVITY

- **Identify 3 – 5 themes/areas where you need to build self-awareness.**
- What topics resonate most with you so far? Look at your notes, data, resources, mission, vision, performance reviews, job description, etc.
- Key Performance Indicators
 - Transformational leadership
 - Competency Framework
 - Skills required for the next position
 - Growing into your current position
 - Situational leadership
 - Organizational standards/expectations
 - Certifications



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 questions to Misty Sidel at msidel@bellevue.edu no later than Tuesday, February 28th.
- Misty will email you a link to your survey.
- Answer your own questions and record your answers.
- Send the link along with a short explanation to your respondents with a deadline of March 17th.
- Send a reminder on March 14th.
- You will receive your results by March 20th.



SELF-ASSESS – JUST THE BEGINNING OF PLANNED DEVELOPMENT

- What do I do with the results?
 - Coaching, IDPs, Performance Reviews
- 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 managers 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 QUESTIONS

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



360 DEGREE FEEDBACK SURVEY WRITING WORKSHOP

- It's time to develop your questions.
- Goal: walk out of session with **15 max.** GOOD questions that will help you become more self-aware.
- **Help each other! Review each others' questions!**
- Use your data and materials you brought.
- Write the questions – test them on each other
- We will circulate to help!



SAMPLE QUESTIONS FROM TODAY



QUESTIONS? PLEASE COMPLETE YOUR
BU EVALUATION FORMS

