

FindingPotential

Making the Most of Your 360



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www.greatwithtalent.com □ info@greatwithtalent.com □ +44 (0) 333 012 4649

Introduction

This workbook has been created to help you understand the information provided in your FindingPotential 360 Report and, as a result, take appropriate action to enhance your leadership capability (N.B ‘Leader’ is used from here on to encapsulate both leadership and management roles and behaviours).

Whilst this workbook and your 360 report have been designed in a clear and simple manner to help you reflect on your 360, it is strongly recommended that you work through your report with a coach/HR person who is experienced at using 360 and coaching. This will ensure that you identify the key strengths and developmental opportunities within the feedback, and build an appropriate action plan to enhance your capability as a leader.

360 assessments are often used in conjunction with a personality questionnaire, as an understanding of your personal preferences can provide a leader with additional insight into their 360. As such, you may find it beneficial to complete the FindingPotential Personality Questionnaire. (You can complete the questionnaire by asking your coach/HR support to send you an invite).

Workbook Content

- Creating the Context
 - Ensuring clarity on your performance focus, to help prioritise key feedback messages.
- Understanding Your Results
 - Ensuring you have a full understanding of the information provided.
- From Reflection to Action
 - Key actions you will take as a result of your assessment.
- Sharing Your Results and Actions
 - Tips on how to thank people for their participation and how to share your understanding of your results and actions you plan to take.

Creating the Context

This section has been included to ensure you are clear about your current performance focus before considering your 360 results in more detail. This clarity will help you prioritise the different elements of your 360, and ensure any actions are designed to have the biggest potential benefit to you and others.

What are your 3 key deliverables over the next 12 to 18 months?

- 1
- 2
- 3

Given these, what are the 3 to 5 key leadership behaviours you'll need to achieve these?

- 1
- 2
- 3
- 4
- 5

What 3 to 5 behaviours are likely to limit your success?

- 1
- 2
- 3
- 4
- 5

Understanding Your Feedback

This section has been designed to ensure you have a full understanding of your 360 before committing to any action.

Tip: Read through your 360 report and make a note of your initial reactions. Put the report down and go and do something else. When you come back to the report, look at your notes. If you focused mainly on development points, re-read, forcing yourself to only look for the positive messages. Similarly, if your initial focus was on the positives, force yourself to only look for the development messages provided.

Tip: When reading people's comments **do not** try to identify who might have said what. Whilst the comments have been made anonymously, it is often easy to identify people through the use of a particular phrase or reference to a specific incident. Instead, look for the themes and how people's comments add insight into the rating they provided.

Initial Reactions

What has particularly pleased you?

What has surprised you?

What has been confirmed for you?

Similarities and Differences

Tip: The Feedback Overview and Comments sections are particularly useful for establishing the high level similarities and differences in your 360 feedback.

Importance Rankings

What competencies have you and your manager given a similar ranking to?

Which ones have a large difference (e.g. more than three places different either way)?

What does this suggest/indicate about yours and your manager's performance focus?

What conversation do you need to have with your manager as a result?

Consistency

What is consistent across the different rater groups?

What are the 3 (consistent) main strengths?

- 1
- 2
- 3

What are the 3 (consistent) key development areas?

- 1
- 2
- 3

Different Perceptions

Where are the biggest differences across the different rater groups?

What reasons can you think of that explain this?

Where is the biggest gap between how you see yourself and others see you?

What reasons can you think of that explain this?

From Reflection to Action

The primary purpose of 360 assessment is to enable individuals to continue to develop and grow as leaders. This makes the final stage, taking action, the most important aspect of the 360 process. This section has been designed to help you translate your reflections into tangible actions.

In creating your actions, we would encourage you to think about enhancing existing strengths as well as filling potential gaps in your capability and, to encourage sustained change, to focus on the benefits your proposed actions will bring you, others and your organisation.

Identify 10 key elements that you value/feel are the most important in helping you to be more effective in your role

Strengths	Development
1 -----	1 -----
2 -----	2 -----
3 -----	3 -----
4 -----	4 -----
5 -----	5 -----

From the 10 above, choose the 3 areas that are most important to helping you achieve your business goals. NB You must have at least one strength and one development area.

- 1
- 2
- 3

First Area

Name 10 benefits of becoming even better in the first area:

1	6
2	7
3	8
4	9
5	10

Now name 10 actions that could help you put this area into practice:

1	6
2	7
3	8
4	9
5	10

Second Area

Name 10 benefits of becoming even better in the second area:

1	6
2	7
3	8
4	9
5	10

Now name 10 actions that could help you put this area into practice:

1	6
2	7
3	8
4	9
5	10

Third Area

Name 10 benefits of becoming even better in the third area:

1	6
2	7
3	8
4	9
5	10

Now name 10 actions that could help you put this area into practice:

1	6
2	7
3	8
4	9
5	10

Committing to Action

What ONE action will you take for each of the three areas of feedback you have focused on above?

(SMARTER goals)

- S Specific
- M Measureable
- A Achievable, with reasonable effort
- R Results focused, not activity oriented
- T Time bound, when will I do it by?

Action One:

Key Benefit:

Action Two:

Key Benefit:

Action Three:

Key Benefit:

Sharing your Results and Actions

This section sets out some tips on how to thank people for their participation, ways of sharing your results with others and explaining what action you will be taking as a result. These are provided as ideas and are not meant to be prescriptive. Individuals should consider what they feel comfortable doing, the impact their chosen course of action will have on others and how the approach fits with their organisations culture.

Thanking People for their Participation

As a basic courtesy, but also to encourage future participation, it important to thank people for taking the time to complete your 360 assessment. We would suggest doing this as soon as possible after receiving your report(s). If you are planning to share some of the insight and/or your chosen actions, you can always set out when you hope to be able to share these.

As a very minimum, send a quick email to everyone invited thanking them (**NB** It is worth saying that you are thanking everyone who was invited, as you don't know who actually completed the questionnaire – this will reinforce the confidentiality of the process), and stating why the 360 is important to your ongoing development as a leader.

Ideally, thank people in person. When you do this, ensure you focus on thanking them and why the 360 assessment is important to you – **do not look to explore the actions with them**. With your team, it may be best to thank them as at a team meeting, as this again reinforces the sense of collective feedback and thus confidentiality.

Sharing Your Results and Actions

Your 360 report is entirely confidential. As such, there is no obligation or requirement on you to share your results with anyone, including your manager. However, if you are to get the most from your 360 experience, we would encourage you to share your high-level understanding of the information and resultant actions.

We would encourage you to consider sharing your actions with everyone invited to complete the questionnaire. However, at the very least you should consider sharing them with your team and manager. Sharing your actions will demonstrate your commitment to your leadership development, and enable people to hold you accountable to your commitments – as well as provide people with the permission and opportunity to give you ongoing feedback on these actions.