

The primary purpose of a 360-degree feedback review is to help employees better understand in what areas they are excelling and developmental opportunities from a variety of perspectives. Employees will gain more from the feedback experience by engaging in conversation with their managers about the results immediately following receiving the report.

BEFORE LAUNCHING 360

In the 1:1 meeting before your direct report launches his/her 360:

Prepare your Direct Report

Let your direct report know the following prior :

- Feedback will be used for developmental purposes only
- 37 questions related to the LEADS Capability Framework and PHC Values
- Direct Report chooses which peers, clients, and his/her direct reports to invite into process (manager automatically invited)
- Invite 5-7 people in each category; results are differentiated by category only if 3 people respond
- You both will receive the report and interpret the results together
- Your direct report will determine the actions based on the results

Share Resources

Ensure your direct report knows how to get information regarding launching the 360 (See Tools section)

Have a “Coach Like” Conversation

Inquire as to your employees concerns and the possibilities presented by this opportunity. Discuss how to choose good 360 raters.

BEFORE 360 DEBRIEF

Prepare

- Ensure your next 1:1 is scheduled with a focus on 360 Feedback
- Read your employee’s report thoroughly (not just a glance) and identify the following:
 - 3-5 key strengths and no more than 3 development opportunities
 - Unconstructive or outlier feedback
 - Any conflicting feedback
 - Feedback that is particularly informative

DURING 360 DEBRIEF

Your Role

Using a coach approach, your role in the conversation is to:

- Assist your direct report in understanding the feedback
- Help your direct report identify themes
- Listen to your direct report’s concerns about the ratings or written comments
- Help your direct report move beyond resistance or any defensive reactions so benefits from the feedback can be realized
- Help prioritize areas of focus
- Support the development of an action plan (*offer PHC 1:1 Coaching Program if applicable*)

Potential Powerful Questions

- What did you notice in general?
- What surprised you? What was expected?
- What are you wondering about?
- What exceptions are you noticing?
- What strengths are highlighted?
- What patterns are you seeing?
- Which patterns should remain the same and which should you consider shifting?
- What actions have the greatest potential for positive results?
- What will you commit to doing with this feedback?
- What do you need from me to support your commitment?

AFTER 360 DEBRIEF

Close the Loop

- Ask your direct report to update any Professional Development Goals in the Performance Excellence system within the next two weeks
- Note the date of your 360 Review conversation in Performance Excellence system (required) and any comments you have (optional)
- Follow up in regular Bi-Monthly Performance Excellence Conversations

LEADS Capability Framework

- L**eads Self
 - Self-Awareness
 - Manages Self
 - Develops Self
 - Demonstrates Character
- E**ngages Others
 - Fosters the Development of Others
 - Contributes to the Creative of a Health Organization
 - Communicates Effectively
 - Builds Effective Teams
- A**chieves Results
 - Sets Direction
 - Strategically Aligns Decision with Vision, Values & Evidence
 - Takes Action to Implement Decisions
 - Assesses and Evaluates Results
- D**evelops Coalitions
 - Builds Partnerships & Networks to Create Results
 - Demonstrates a Commitment to Customers and Service
 - Mobilizes Knowledge
 - Navigates Socio-Political Environments
- S**ystems Transformation
 - Demonstrates Systems/Critical Thinking
 - Encourages & Supports Innovation
 - Strategically Oriented to the Future
 - Champions & Orchestrates Change

Tools for Leaders:

- Prepare with a Leadership Coach:**
Contact Helen Roberts for a coach
- Review the video: Documenting Conversations
- Take the following courses (or review materials)**
 - Coaching Out of the Box
 - Clear Leadership

Tools for 360:

- Review the following videos:**
 - Navigating 360
 - Creating Your Plan
 - Documenting Conversations
 - PHC 1:1 Coaching Program