



TRUE GROWTH[®]

360[°] ASSESSMENT

Making the Most of Your Feedback

AN LWM III CONSULTING SOLUTION



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Making the Most of Your Feedback

The Introspective Leader 360 Assessment is designed to help you understand how well you “walk the talk.” Your confidential results report will provide meaningful feedback on the skills, behaviors, and people practices necessary to achieve the lasting results you want. The Assessment allows you to compare self perceptions with collective perceptions of the work associates you selected . . . the people that know you best. The data you receive will pinpoint strengths for greater utilization and developmental opportunities for change and improvement.

Keep in mind that feedback is just information. It’s what you DO with the information that makes the difference. To obtain maximum benefit from this process, you must use the data as both a catalyst and as a guideline for positive change and continuous development. To do that you’ll need to focus on the three keys for making the most of your feedback:



ACCEPTANCE

Accept the feedback as valid and accurate
Receive the information constructively



UNDERSTANDING

Understand the feedback you receive
Properly interpret the data presented

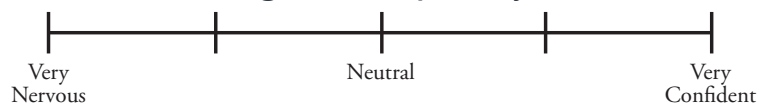


APPLICATION

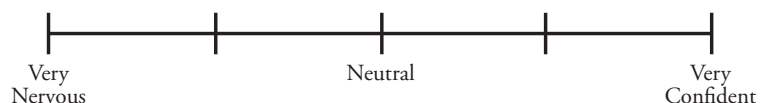
Select areas to target for action
Implement action plans for change

One Final Self Assessment — A “Pulse Check”

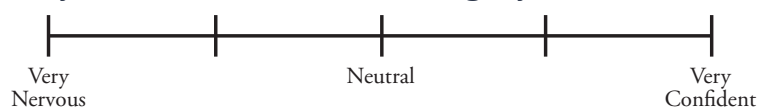
1. What I’m feeling as I anticipate my feedback results:



2. What I expect to see:



3. My level of commitment to using my feedback results for positive change:



Receiving Constructive Feedback CONSTRUCTIVELY

“CONSTRUCTIVE”

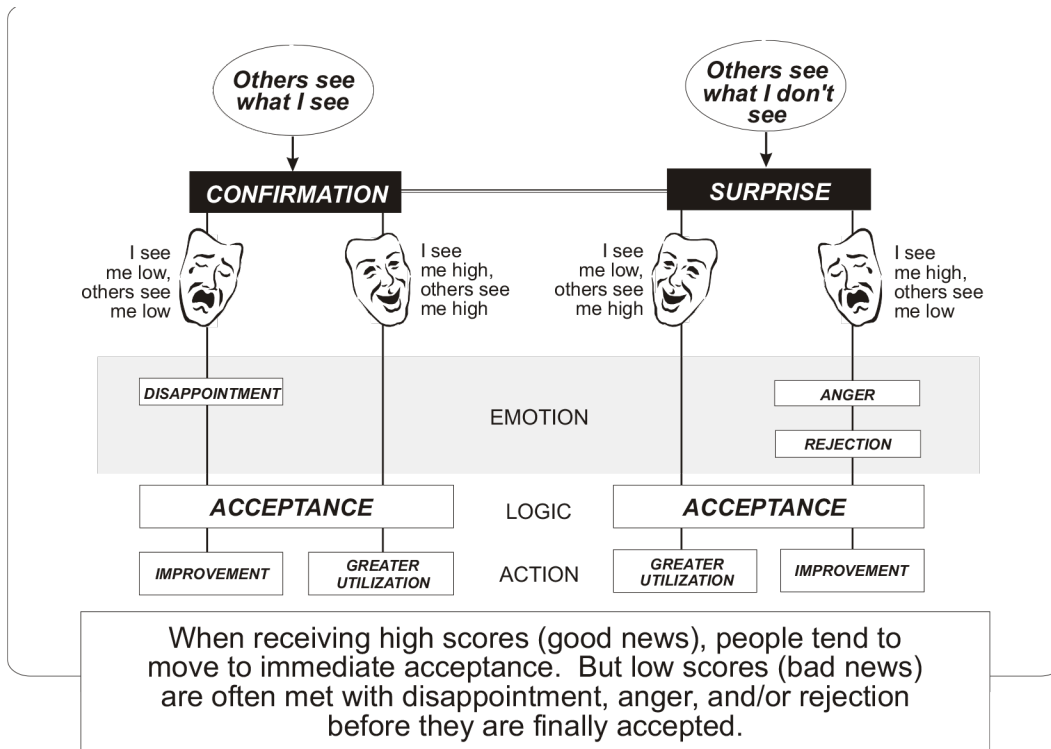
serving to advance a good purpose; helpful

—American Heritage Dictionary

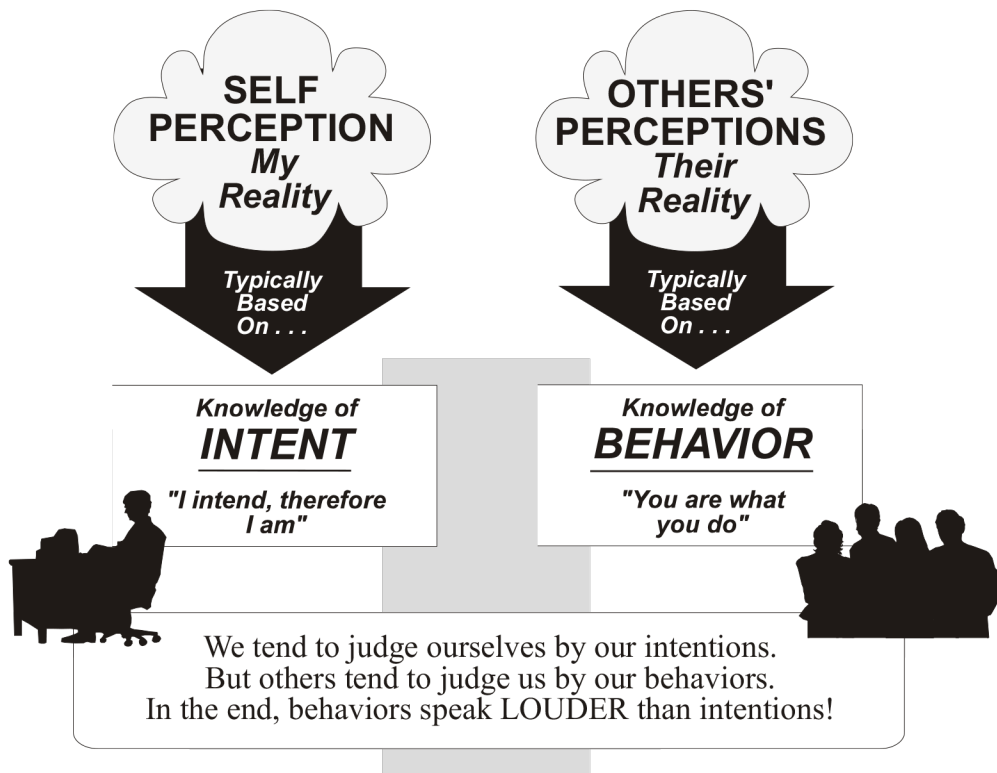
- Get yourself in the right frame of mind. Don't forget this is about a better YOU.
- Unless you walked on water to get to where you are now, don't expect all good news.
- Assume the feedback is coming from people with good motives who are calling it exactly like they see it. Isn't that what you asked them to do?
- Assume the feedback you receive is accurate. Why wouldn't it be?
- Remember the real help starts with what you *need* to hear – – – rather than what you *want* to hear.
- Constructive feedback tells you where you are strong and where you can be stronger.
- Never forget that knowledge is power... and one's perception is one's reality. When you know what people think, you have the power to enhance or change their perceptions.
- Don't defend yourself. It's not an attack unless you choose to make it one.
- Don't dwell on the present(how people perceive you now). Understand it, learn from it, and move on. Focus your time, attention, and efforts on how you want to be seen in the future.
- Remember that no matter how good you are, you can always get better.
- Appreciate the fact that others are giving you something very valuable and they're taking somewhat of a risk to do it. Don't forget to thank them.

You earn the right to expect others to accept and use feedback constructively only by doing it yourself.

What You Can Expect . . . What You May Experience

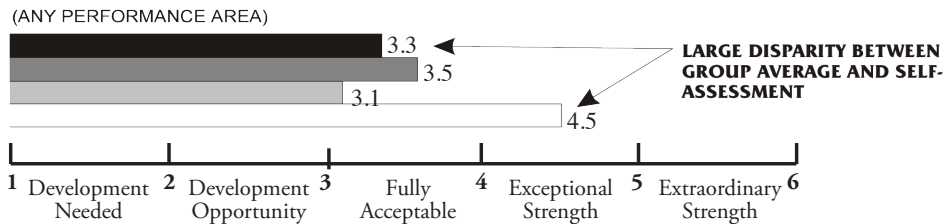


Self vs. Others' Perceptions Why They Sometimes Differ

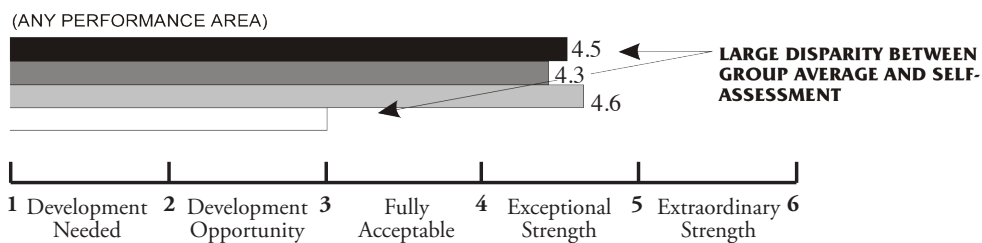
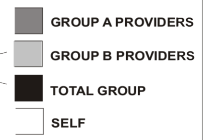


Interpreting the Results

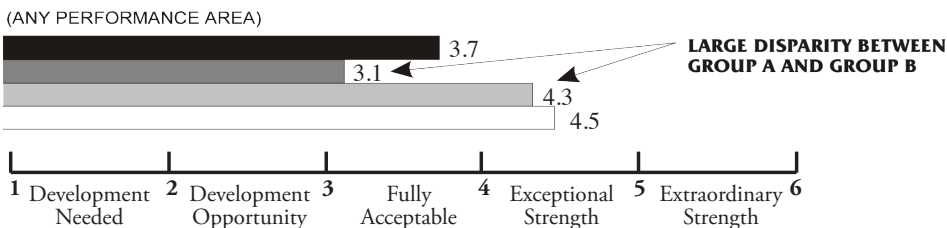
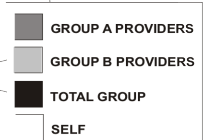
Your results report will present the information to you in a variety of formats. Here's one example using a bar chart comparison.



Notice the large disparity between the group average and the self assessment. This person thinks his/her performance in this area is much better than the feedback providers do. Considering the disparity, and where the group average falls on the scale, it's apparent that this is a **developmental opportunity**. The feedback receiver should consider targeting this performance area for improvement.



Notice the large disparity between the group average and the self assessment. This person thinks his/her performance in this area is much worse than the feedback providers do. Considering the disparity, and where the group average falls on the scale, it's apparent that this is a **strength**. The feedback receiver should consider targeting this performance area for greater utilization.



Here, the self assessment and the assessment of Group B both suggest a **strength**. But notice the large disparity between Group A and Group B. It's obvious that Group A considers this a **developmental opportunity**. In this case you have a split. The feedback receiver should consider targeting this performance area for improvement—primarily with Group A.

After You Receive Your Feedback

1 Review your confidential feedback results report several times to ensure understanding. If desired, enlist a coach — someone who can help you interpret the data and work through any emotions you may experience.

2 Identify 2-3 apparent STRENGTHS you wish to target for greater utilization and 2-3 apparent DEVELOPMENTAL OPPORTUNITIES you wish to target for improvement.

Remember the behaviors (performance areas) you choose do not necessarily have to be those with the highest and lowest scores. Consider selecting those that . . .

- produced the greatest positive and negative differences (gaps) between your feedback provider group scores and yourself scores
- are the most important to your current job or future responsibilities
- offer the best return on investment for the effort required to achieve the change you desire
- will provide the most personal satisfaction when great utilization or improvement is achieved

3 Decide on the specific action(s) you will take for each targeted STRENGTH.

For each targeted strength, ask yourself: *“How can I use this performance strength even more than I do now? What might I do so that others receive greater benefit from my strength in this area? How can I move from star to super star?”*

Examples:

- Teach others to . . .
- Volunteer my services for . . .
- Offer to be a mentor to . . .
- Make a habit of . . .
- Do _____ three more times each week
- Enhance my skills in this area by . . .

4

Decide on the specific action(s) you will take for each targeted DEVELOPMENTAL OPPORTUNITY.

Some developmental opportunities are skill-based (e.g. listening, managing meetings, coaching others). For these, the appropriate response involves building specific **SKILLS** and learning new techniques. In order to change, you must **LEARN** to do things differently.

Other developmental opportunities are behavior-based (e.g. displaying resilience, performing with integrity, showing concern for others, etc.). Here, the focus will be more on **AWARENESS** and behavior adjustment. In order to change, you must **REMEMBER** to do things differently.

When making action plans for a skill-based developmental opportunity, answer this question: *“What do I need to do to develop my skills in this performance area?”*

Examples:

- Attend a workshop or read a book
- Engage a mentor

For behavior-based, answer: *“What’s the best way to ensure a continual focus on changing my behavior in this area?”*

Examples:

- Never _____ unless I . . .
- Ask others to tell me when I . . .

5

Create a separate written action plan for each targeted strength and developmental opportunity. Use the reproducible form provided on the next page (or an equivalent) to organize, plan, and track your activities. Photocopy and size the form as needed. Keep your completed forms in a handy location (day planner, desk binder, etc.) for regular review.

6

Review your action plans weekly. Dedicate 10 minutes at the beginning of each week for assessing your progress and deciding what specifically you’ll do that week to accomplish your goals.

Action Plan

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Action Plan

Name: _____

Date: _____

Goal: _____

- ✓ My Core Purpose _____
- ✓ Core Value supported _____
- ✓ Leadership Behavior supported _____

Specific
Measurable
Achievable
Results Based
Time Specific

My Action Specific, Measurable, Achievable	Accountable Who?	Time Specific By What Date?	Results Based
			30 days
			60 days
			90 days



Action Plan Example

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Action Plan

Name: Dave Sample

Date: 02-12-17

Goal: Improve at soliciting and listening to other's point of view

- ✓ My Core Purpose Live a value-based, purpose filled life and pass it on
- ✓ Core Value supported Respect
- ✓ Leadership Behavior supported Focus on Others

Specific
Measurable
Achievable
Results Based
Time Specific

My Action Specific, Measurable, Achievable	Accountable Who?	Time Specific By What Date?	Results Based
Listen without interrupting & say "Thank you"	Jim	1 Nov	30 days Display more patience
Summarize what I hear after a conversation	Jim	1 Dec	60 days Show consideration
Demonstrate understanding & appreciate by implementing advice	Jim	1 Jan	90 days Rich, free flowing dialogue

Common Questions

What if I have no apparent developmental opportunities (all feedback scores are in the fully acceptable range or above)?

Identify 1 or 2 performance areas in which you feel the most improvement or enhancement can be made. Treat these as developmental opportunities. Focus most of your attention on targeting 3 to 4 strengths for greater utilization.

What if I have no apparent strengths (all feedback scores are below fully acceptable)?

Focus your total attention on developmental opportunities. Identify 4 to 5 areas in which improvement would offer the greatest enhancement to your personal effectiveness, working relationships and career. Believe it or not, there is good news here. People in this situation have the greatest opportunity for achieving measurable change.

Are written action plans really necessary?

One of the best ways to help ensure you follow through with any good intention is to write it down. Written plans not only serve as reminders of what's important, but they also make it easier to periodically assess progress toward the achievement of goals. Most importantly, they help us compensate for imperfect memories and symbolize our commitment to change. Are they necessary? No. Are they desirable? You bet!

How can I measure the results of my action plans? How can I tell whether or not my change efforts have been successful?

Ask your feedback providers — and other work associates — to become partners in your ongoing self-development activities. Let them know which areas you've targeted for action and ask them to provide periodic feedback on how you're doing. Make sure you continue to receive their feedback constructively. And, by all means, reinforce their participation by demonstrating your appreciation for their involvement.

Unquestionably, the very best way to measure the effectiveness of your change efforts is to repeat The Authentic Leadership 360 Assessment process every 9 to 12 months. You'll be able to compare "then" and "now" perceptions, assess your progress in achieving your enhancement/improvement goals, and identify new areas to target for action. Remember: Self development is not a one time activity . . . it's an ongoing process that requires ongoing feedback.

Remember: Feedback is a gift!!

