

Fact Sheet: 360° Review

- We base many of our profiling instruments, including our 360° Review, on the leading International Baldrige Criteria for performance excellence, an internationally recognised framework that reflects a balanced scorecard approach.
- Our survey is an easy-to-administer questionnaire for comprehensively reviewing leaders at any level of management. It captures anonymous feedback from the individual manager, their own manager, their peers and direct reports. This feedback provides a measure of the individual's attitude, behaviour and performance.
- The survey complements the Hogan Assessment Systems personality inventories, and captures feedback across 4 Leadership Domains and 14 performance excellence themes. These Domains and themes also effectively measure Emotional Intelligence.

Leadership Domain	Performance Excellence Theme
Self Management:	Integrity, Composure
Relationship Management:	Communication, People Skills, Team Player, Engaging
Working "in" the Business:	Customer, Job Capacity, Efficiency, Results
Working "on" the Business:	Managing Performance, Performance Culture, Strategic Planning, Strategic Thinking

- This instrument will provide real insights into performance, is a great way to launch a leadership development program or to simply support the development of leaders. It also provides invaluable input for talent management processes and will integrate into any established performance review program.
- Rather than a simplistic 'gap analysis', our survey defines exactly what the priorities for the individual are, so you can get the action planning started immediately. It presents an overall score, identifies key issues and uses written comments to bring the numbers to life.
- The final report is user-friendly, provides benchmark scores, identifies key strengths and opportunities to improve and sets priorities for improvement.

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We have had considerable success by combining the 360° Review with the Hogan Leadership Series and facilitated feedback/coaching sessions.

If you would like more information on these services, please speak with one of our consultants.

How our questionnaire works

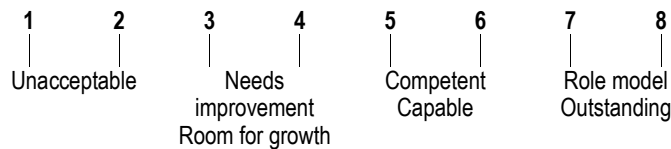
The survey is made up of three sections.

Section A: The Leadership Index

The first part of the survey consists of 50 questions on a scale of 1 to 8.

1	This person is very effective with their own time management:	No, not really	① ② ③ ④ ⑤ ⑥ ⑦ ⑧	Yes, definitely
2	This person behaves to very high ethical standards:	No, not really	① ② ③ ④ ⑤ ⑥ ⑦ ⑧	Yes, definitely

The scoring scale ranges from a low of 1 through to a high of 8. Raters are asked to keep in mind the following descriptors when choosing a number:



The 50 questions contained in the Leadership Index focus on 4 Leadership Domains and 14 performance excellence themes:

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These domains and themes map to the Hogan Assessment Systems inventories, along with providing feedback on the manager's emotional intelligence.

Section B: Strengths and Opportunities to improve

This section is where the action planning for improvement takes becomes clear. We ask raters to identify (from a list of 26 items) the participant's strengths and opportunities to improve. The results are cross-referenced with the Leadership Index to provide a solid base for the development of an action plan.

Section C: Written Comments

In the final part of the survey we move away from the "tick and flick" approach and allow people to express opinions in their own words. We ask raters to provide written comments regarding the strengths and opportunities for the individual. These written comments add important qualitative meaning to the numbers and themes already reviewed.

Preparing to run a 360° Review

Step 1: Paper Based or Online? We can do both.

Step 2 Communicate with your employees.

Regardless of whether you are collecting the feedback using online or paper based questionnaires, you need to make all those participating aware that you are preparing to run a survey.

All employees – not just the subjects of the 360° Review - need to understand that you are conducting the review and why. We have standard templates that can be adapted to suit your work environment. You may like to conduct a face to face briefing for those involved.

Above all, it is critical that employees understand that their feedback is anonymous and that the results will be used in a positive and professional way.

Step 3: Select the pool of raters.

The feedback should be completed by an appropriate mix of the participant's managers, direct reports, colleagues and peers. When selecting colleagues and peers as raters, we ask you to choose people who have a significant relationship with the participant. They may work with them as part of an internal customer relationship, on the same management team or on a project together. They don't have to have worked together everyday, but you should choose people who have some experience of working with, for or around the participant.

To conduct an effective review, a minimum of six people must complete the survey. Ideally, 8 – 12 surveys would be completed.

Step 4: Go live with data collection.

If you are distributing the survey online or paper based for completion in the employees' own time, we recommend that you allow 2 weeks for the surveys to be returned.

For programs involving 10 or more participating managers, we ask that you allow at least an additional 7 working days for data entry and report preparation.

How our 360° Report works

At Peter Berry Consultancy Pty Ltd, our focus has always been on identifying your key issues and coming up with practical solutions for the way forward. Our 360° report is informative and is designed to identify strengths as well as opportunities to improve.

Section 1: Leadership Index

Based on the responses to the 50 questions contained in the Leadership index, each manager will receive an overall rating based on the following scale.

Score	Category
6.5 and above	ROLE MODEL/OUTSTANDING (GOLD)
6.0 to 6.49	EXCELLENT (SILVER)
5.0 to 5.99	COMPETENT (BRONZE)
4.99 and below	NEEDS IMPROVEMENT

Section 2: Leadership Domains and Performance Excellence Themes

In this section, scores are provided for the 4 Leadership Domains of **Self Management, Relationship Management, Operational and Strategic**, along with the scores for the 14 performance excellence themes. This section outlines the participant's own rating and matches it against how others see them. If done as part of a group, the report will also include the group average.

Section 3: Themes & Questions

The score for each of the fifteen performance excellence themes is generated by the scores received from a series of questions related to each theme. In this section, those questions are grouped together to provide more insight into each theme.

Section 4: Strengths and Opportunities

In this section participants receive two lists which highlight their Strengths and Opportunities to Improve.

This part of the report builds confidence by confirming the individual's major strengths. It also establishes priorities for future improvement and allows participants to focus on specific issues.

Section 5: Written Comments

In the final part of the survey we present verbatim opinions of the raters regarding the strengths and opportunities for the individual. These written comments add important qualitative meaning to the numbers and themes already reviewed.

Other Considerations

Proactively using the results for development:

We recommend that you focus on developing personal action plans to address issues highlighted by the reviews. In doing so, there are a number of things to consider:

Coaching Session: Externally facilitated coaching sessions focussing on the 360° report can remove much of the anxiety often associated with this type of feedback. Using an external coach increases the level of participant objectivity and allows them to more easily recognise areas for improvement and focus on developing a personal action plan.

Personal Action Plans: An outcome of the coaching session is the development of a personal action plan. This plan should be shared and 'signed-off' by the participant's manager and to ensure accountability can be integrated into a broader performance management program.

Regular Health Checks: Having gone through the process of collecting employee feedback and developing an action plan, we recommend that the plan is reviewed every six months. We also recommend that the 360° process is conducted annually. This will allow you to quantify improvement and fine tune development activities.

Hogan Assessments: The "bright side" shows the leadership disposition of a manager in normal times. It uses 7 personality dimensions and highlights the strengths and shortcomings in each. The "dark side" shows the leadership disposition of a manager when under pressure, stress or insecurity. It explores potential derailers which may bring a manager undone. High risk tendencies are identified. The "inside" explores the core values and goals at the centre of an individual's identity. It can be used to assess job and organisational fit.

The 360 and the Hogan Assessments used together are a powerful insight into the personality and performance of a manager. They provide an enormous amount of feedback to help a better understanding of self and interaction with team members. They provide a powerful platform for action planning and personal development. The improvement opportunities can be stand alone or integrated into an organisation's performance management system.