

360° Feedback

The CRAWFORD GROUP

Talent management for today and tomorrow

www.thecrawfordgroupinc.com

Most managers realize that timely, confidential and accurate 360° feedback is a key component in any organization's successful talent development program. They also realize that all three elements—timeliness, confidentiality and accuracy—are essential for learners to accept and constructively use the feedback. The fact is, that the higher you go in an organization, the more difficult it is to get real meaningful and candid feedback...in other words, the higher you go, the more people lie to you about your behavior...by either not telling you anything - or by sugar-coating what they do tell you. It is because of this, that the 360° feedback process came into being in the first place more than 25 years ago. It's a confidential way for a leader to get meaningful and useful information about their behavior, as perceived by others from a variety of vantage points - so they can address what needs addressing. It's an invaluable tool and provides the recipient with a wealth of insight into the how others perceive them. And it also gives the "learner" a snapshot of their "leadership toolbox" - what you're good at and not so good at so they have a starting point for their development.

The process enables you to....

- Collect and aggregate feedback from a variety of perspectives and key relationships
- Assess the leaders' skill against a set of leadership competencies
- Facilitate a feedback discussion with the participants to help them understand their strengths and developmental needs
- Assess the perceived importance of those competencies to the leaders position
- Identify current and future development and coaching needs
- Option: You can have the appropriate internal coaches trained to do the interpretation of the 360° feedback data and facilitate the feedback meetings

How are you perceived as a leader? And then what do you do with that information?

This invaluable insight into how you are perceived as a leader, a peer, a boss or a teammate gives recipients ownership of their careers and their development and can provide some real enlightenment. Of course the data is just the first step in this journey and it is followed up with the – "so what do I do with it" process which can and should incorporate a variety of development actions enabling the learner to adjust their "toolbox" to more closely align with the competency models of their organization, level and their actual position. This is where the variety of development tools come into play to help learners craft their strategies for changing what they want to change and leveraging what they can leverage. Quality feedback is one of the most critical components of personal and professional growth, and where the road to development begins.



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360° Feedback continued...

Voices®

The Crawford Group works with the Voices® 360° feedback tool which is a part of the Leadership Architect® suite of tools created by Lominger International. Voices® is a comprehensive tool for measuring the ability of an employee against a competency model, both for their skill at those competencies as well as getting the relative importance of those competencies to their position. There are options in terms of how this process can be implemented in your organization that we will explore with you. This will help you incorporate best practices into the culture of your organization.

Who should participate?

The most common scenario that many organizations implement is to put their senior leadership team (however they define that group) through the Voices® 360° feedback process as well as those individuals who have been formally identified as “high potentials”. Some organizations also roll Voices® out at lower levels of the organization and sometimes includes all of their management staff. This would include the competition of the survey process, the facilitation of the feedback report and development meetings and often also includes on-going coaching for senior executives and high potentials.

For Career Development...

As you move from individual contributor to supervisor to manager to director to executive, the conceptual challenges increase so you have to be more flexible and open to new learning and making decisions under increasing levels of uncertainty. The 360° feedback process is a great starting place to give you a good idea how well prepare you are to take on those different challenges and identify areas that need further development.

“Most employees want more feedback—ANY feedback, positive or even negative. The opportunity to grow and develop is in the top three things employees seek from their current company or in looking outside their current company. They uniformly cite receiving feedback as necessary to that growth.”

Eichinger, R. Lombardo, M., & Ulrich, D. (2004). *100 Things You Need To Know: Best People Practices For Managers & HR*. Minneapolis: Lominger International: A Korn/Ferry Company.

If you are interested in finding out more about our 360° feedback facilitation and coaching process, and how you could implement it in your organization, please contact us at

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