

CHALLENGES MANAGERS FACE WHEN COACHING 360

The Line Manager-Direct Report relationship can create additional challenges for coaching 360 feedback. In addition to having the core coaching skills, being comfortable with the 360 reporting format, reading the numbers etc., it's also important the following have been considered:

- **Quality and consistency** – Whilst some Line Managers have the coaching knowledge, skills, experience and personal development 'know how' to construct really good development plans. Many don't, and therefore the challenge is how to ensure all 360 feedback conversations are conducted in a quality way
- **Lack of a positive picture of success** – If Line Managers haven't been previously coached through a 360 feedback report, they don't have an 'experiential picture' for what success (or failure) looks like and therefore struggle to visualise and measure their success
- **Difficult conversations** – Regardless of whether they are triggered by differences in perception, expectations, personality, performance etc., 360 feedback can, by its very nature create the triggering environment for difficult conversations and it's important Line Managers have at least considered how to manage those occasions
- **Line manager blindness** – Line Managers (as opposed to external feedback coaches) inevitably bring their ingrained/ fixed perceptions (good, bad and indifferent) to the conversation, which can frequently be different to those of others. Supporting / enabling Line Managers to step into the conversation with an open/ learning mind-set is very important
- **Participants feedback maturity level** – Some 360 participants don't have the feedback maturity to listen to, reflect on, conclude and develop positive outcomes to critical feedback and a key role of the coach is using 360 feedback conversations to grow that maturity level, a skill most Line Managers will not have developed/ previously considered
- **Drowning in the detail** – Because of the Line Manager- Direct Report relationship, it's too easy for both parties to chase and get lost in the detail, as opposed to focusing on the development of feedback themes and overarching style and behavioural shifts

Whilst there are many ways of supporting Line Managers to become 360 feedback coaches the lumus360 line manager as 360 coaching workshop is a great first step.

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