

USING 360 TO MEASURE DEVELOPMENT PROGRESS

Simply comparing the numbers of a past 360 report with a recent survey in order to monitor and measure development progress doesn't really work.

In order to maximise the benefits of doing a 360 degree feedback survey for a second/ third time, we suggest you take the following approach:

- What are the areas I believe I have developed in – and why was that development successful?
- What areas was I hoping to develop but things did not go as well as expected – and why may that have been?
- What have I learnt about how I learn/develop?

New report – In order to avoid the temptation of doing a direct number comparison, we suggest that initially you work through your new report on its own (not in conjunction with your previous survey). Your key aim should be to gain clarity about how your current leadership behaviours are received as opposed to focusing on how you have been 'scored'.

Work through your new report in order to identify the key messages:

- What are my current perceived strengths? (the top 10% of ratings)
- Which of my behaviours do people believe I could further improve? (the bottom 10% of ratings)
- What are the biggest differences in perceptions?
- Are there any surprises?

Monitor/ measure progress – Having drawn your key conclusions from the second report, it is now possible to make some high level comparisons, answering the questions:-

- How have my world and responsibilities changed that must be recognised in the new 360 degree feedback?
- Where have people noticed my development improvements?
- How have perceptions changed in relation to those areas I have consciously been trying to develop (including my own)?
- Are all of my original perceived strengths still seen as such?
- Which (if any) new development areas have appeared?
- Where are the current gaps in perceptions?

Celebrate your successes – In addition to giving yourself a 'pat on the back' also think about how you can share those successes with others in order to further build your brand/reputation; reinforce how you now work and demonstrate your commitment to continued development.



Where next? – The aim here is to pick out several areas for continued development and convert them into a set of specific development goals which include:

- Capturing how you will apply your learning about ‘how you learn’.
- Identifying what you would like to see in a 360 degree feedback survey in 18 – 24 months time?

Lumus360 have lots of experience in tracking (using 360 feedback) behavioural change over time and would be happy to share those experiences.

David
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