

## Participant Briefing Document

An important and valuable part of your leadership development is the 360 degree leadership assessment. The survey aims to assess the leadership behaviour, strengths and development needs of individuals.

The assessment takes the form of an online survey via our 360-degree feedback website. The process is quick and easy, and the system is confidential and secure. Further details are explained below.

This briefing document is designed to introduce you to the Leadership Audit, and explain the process for nominating colleagues who will participate in the survey to provide you with feedback.

### Introduction to 360-degree Feedback

360-degree feedback is an assessment process, which evaluates performance by getting feedback from your co-workers, managers, direct reports, internal and external customers. **The assessment also allows you to assess yourself.** That's why it's called 360 - it looks at how a person is perceived by those all around them.

The 360-degree feedback process is secure, you receive feedback from your colleagues and people that you work or interact with, we will manage the final report to ensure that the feedback is anonymous (***with the exception of the manager category, in this case the feedback can be clearly identified if only one person has been nominated in this category***).

The results of the Leadership Audit are primarily used as a starting point for development activity. When the survey is used to provide individual feedback for personal development, you will gain understanding of how other people perceive you and as such, it is often quite a reflective process. In this sense it acts as a 'mirror' to help you see the things you do well and not so well.

### About our Questionnaire

The survey questionnaire is based on leadership development research that we study at The Leadership Trust, current models of leadership and a new model of leadership developed at The Trust. This framework is the basis for assessing individual managers as leaders on several aspects of management and leadership with the aim of identifying their leadership behaviour, strengths and development needs. The questionnaire contains 79 items and has an overall statistical reliability of 0.81.

# Feedback Nominations

Since the purpose of 360-degree feedback is to provide you with feedback from those all around you, you need to nominate colleagues to participate in the process and provide you with feedback. The following ideal number and mix of raters and ratings is recommended, but of course this is flexible, up to 12 ratings in total:

- Manager(s) \_\_\_\_\_ 1 (or 2)
- Peers \_\_\_\_\_ 2 or more
- Direct Reports \_\_\_\_\_ 2 or more
- External Contacts \_\_\_\_\_ (optional) 2 or more

It is not necessary to nominate someone from every category, but it is essential to include your immediate Line Manager, 2 or more Peers, 2 or more Direct Reports and if possible 2 or more External Contacts (someone who is not in your immediate team, department or even organisation, but with whom you work quite closely).

## How the Process Works

When the survey process is launched, you will receive an invitation email containing a website link, which will allow you to access your nominations template.

Once in this screen, you will have access to some background information about the survey process and the nomination page where you nominate who will be providing you with feedback.

The people who will provide your feedback			
Email Address	Relationship	Status	Delete
@wannbe.org.uk	Manager		<input type="checkbox"/>
@wannbe.org.uk	- Select one -		<input type="checkbox"/>
@wannbe.org.uk	Manager		<input type="checkbox"/>
@wannbe.org.uk	External Contact		<input type="checkbox"/>
@wannbe.org.uk	Direct Report		<input type="checkbox"/>
@wannbe.org.uk	Peer		<input type="checkbox"/>
@wannbe.org.uk	Direct Report		<input type="checkbox"/>

As soon as you submit your template, you and your nominees will receive an invitation email with a link to the Leadership Audit itself, which should be completed before the stated deadline.

For each statement, please select the relevant box on the following scale:	
1	Not At All
2	To a small extent
3	To a moderate extent
4	To a great extent
5	To a very great extent
DK	Don't Know
NA	Not Applicable
All responses will be treated as strictly confidential	

To complete the multiple-choice questionnaire you simply need to choose a response for each of the 79 questions from a list of 7 possible choices and then enter any final written comments at the end.

	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> DK <input type="radio"/> NA <input type="radio"/>
ation.	1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> DK <input type="radio"/> NA <input type="radio"/>
	1 <input type="radio"/> 2 <input type="radio"/> 3 <input checked="" type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> DK <input type="radio"/> NA <input type="radio"/>

When you are happy with your feedback, you then click a button to submit the completed questionnaire into the system.

A deadline may be given for the survey (this may be detailed in the invitation email, however your nominees will receive reminder emails as the close date approaches). Once the deadline has been

reached, the survey will close and a report will be generated, based on the responses given by you and your colleagues, identifying areas of strength and areas in need of development. This report will then be provided to you in a one-to-one session with a trained consultant who will help you to interpret the information in it as a basis for your personal development planning. Unless you are informed to the contrary, this session will not provide you with any coaching or guidance, which you may wish to seek from your manager or a coach or mentor in your organisation.

## **Nominating Individuals to Give Feedback**

You will be emailed a link to a secure website where you can list your nominations for the feedback process. We would strongly recommend that before making your selection of people to give feedback, you check that they are happy to do so. Once you have entered their name and email address into the nominations template and pressed the submit button at the bottom of the page, your nominees will receive an automatic link to your survey.

You can re-enter the nominations web page at any time prior to the start of the survey and make additions and changes to your nominations. This is particularly useful if you have entered the wrong email address or you find out that the individual is on leave during the time of the survey.

## **How to Get More Help**

If you need any more help or advice, please contact your survey administrator.