

360 Degree Feedback: Follow-Up Best Practices



Laura and Dave Hauser
661.251.0641 or 661.251.4917
Greater Los Angeles area
www.leadership-strategies.com

Best Practices

When successful leaders write down specific goals, announce these goals, and involve raters in helping them improve, positive measurable results are much more likely to occur. Here are six best-practice steps to take after you and your coach have met to debrief the results of your 360-degree survey.

1. **Personally thank** the people who participated in the interviews; express your gratitude for their gift of feedback.
2. **Establish a development plan.** Meet with your coach to formulate coaching goals. Meet with coach and manager to receive input, answer questions, agree on coaching goals, and discuss ways to support each other during the coaching assignment.
3. **Inform** your raters and other key stakeholders about the 1-3 areas for development that you have selected and why they are important to the business and important to you personally.
4. **Implement your action plan.** Practice the new behavior(s).
5. **Ask key stakeholders for on-going suggestions and evaluation** about improving on the key areas targeted for improvement. Keep the conversation positive, simple and focused. (Read *Try Feedforward instead of Feedback* article by Marshall Goldsmith adapted from *Leader to Leader*, Summer, 2002). Consider asking your coach to attend these FeedForward meetings with your manager, peers, and/or direct reports.

Note: Research shows that leaders are much more likely to achieve a positive, measurable change in behavior if they consistently involve raters in follow-up conversations. These conversations should be very focused and need take only a few minutes.

6. **Measure results.**
 - . Reflect on what you have learned during the coaching process.
 - . Use a mini-survey to measure effectiveness of behavior changes.



Mini-Survey

A mini-survey can be a simple and efficient way to measure behavioral change.

Mini-surveys are very short and focus only on the behaviors that have been selected by the person being coached.

Mini-surveys indicate the extent to which the raters perceive the behavior has improved, not improved, or remained unchanged.

After receiving the mini-survey results the recipient of the results thanks the raters, involves them in future changes to sustain the positive behavior changes.



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