

The 360° Investment

*7 Steps to Getting the Feedback that will
Maximize Your Talent,
Improve Your Effectiveness and
Increase Your Results*



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executive and leadership coach

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eBook	support	feedback	samples	workbook
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The Workbook





Welcome!

Welcome to *The 360 Investment: 7 Steps to Getting the Feedback that will Maximize Your Talent, Improve Your Effectiveness and Increase Your Results.*

If you want to tap into a wealth of knowledge that makes you truly excel as a leader, you'll be glad to know it's yours for the asking, literally.

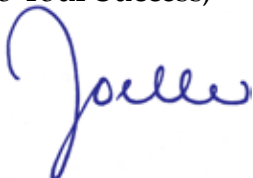
In this program, you will learn how to ask the right questions, get the right answers, and take the kinds of actions that define true leadership...without spending a lot of time doing it. You will be taught how to combine the most valuable kind of Feedback with *your* personal and professional goals so that you can meet them more easily, more quickly, and with better results.

By listening to this Audio, you show yourself to be someone committed to your own excellence. That alone is contributing to your success everyday. It's gotten you where you are now. Now you're ready for the next step – to stretch yourself to be even better and find out what's really possible.

You're about to learn how to do that using a top quality 360 Degree Profile that's custom made for you. I've conducted dozens of these 360s for high-level leaders, and every time I do, I am more convinced of their value and importance. I've seen leaders, even at the top of their game, positively transform their leadership through this process, so that they end up raising their revenues, meeting higher goals, feeling newly invigorated, using their time much more wisely, lowering their stress and enhancing their quality of life both on and off the job. You don't get that by maintaining the status quo; you get it by asking for the kind of feedback that leads to a breakthrough!

I'm impressed by your courage, and I know that you will be paid back in dividends what you are investing in yourself. Congratulations.

To Your Success,



Joelle Jay, Ph.D., MCC, CPCC.

Your Leadership Coach - Dr. Joelle Jay

Dr. Joelle Jay is a leadership consultant and coach (www.pillar-consulting.com) who specializes in helping business leaders increase their results by investing in themselves. Joelle has worked with hundreds of top leaders in Fortune 500 companies through her coaching, speaking, and research in transforming their business by transforming themselves. In addition to one-on-one coaching and group coaching, Joelle and her team conduct 360 Degree Programs for individuals, small groups and corporations. She is an associate with the Leadership Research Institute, a regular columnist for CEOIQ magazine, and the author of several books on a variety of leadership topics. Joelle has a Ph.D. in leadership and is an adjunct faculty member for the University of Nevada MBA Program. She is on a number of boards, including the American Heart Association's Go Red for Women campaign and the Nevada Women's Fund. She is a mother of two boys, Jackson (4) and Morgan Adam (1).



A Coach for Strategic Leaders

Joelle advocates a reflective, strategic approach to leadership that helps leaders clearly and swiftly identify what they are doing and why, so they can more directly align their actions with the results they want. As an executive coach, she is often retained by senior management, high potential leaders, and rising stars to help them achieve and maintain their peak performance.

The 360 Advantage

Joelle believes that concrete, accurate feedback is essential to being one's best. A 360 Degree Profile offers an efficient yet thorough way to attain that feedback. However, traditional 360s often leave valuable information hidden. Joelle's unique approach to designing, conducting, and learning from 360s allows leaders to glean the maximum results – results that are personalized and powerful for each individual leader.

A Popular Speaker

Joelle is known for her signature talk, "Leading with Your Strengths: Using Strengths-Based Leadership to be a Better Leader," and speaks for corporations, associations, and large groups of leaders looking for a better, more efficient way to capitalize on their talent. To find out more about booking Joelle as a speaker for your next event, please visit www.pillar-consulting.com.

Who This Program is For

This program is written for people who see themselves as leaders.

You might be leading...

- a group of people
- an entire organization
- ideas
- actions
- initiatives
- projects
- your family
- your church
- your friends
- your life
- yourself

Below follow a list of the kinds of people who have participated in this program in the past:

Human Resource Leaders	Board Members
Financial Analysts	Marketing Professionals
Executives	Executive Coaches
Attorneys	Business Coaches
Public Speakers	Event Planners
Consultants	Financial Planners
Sales Professionals	Bankers
Real Estate Brokers	Corporate Presidents
Real Estate Investors	Public Officials
Entrepreneurs	Business Up-And-Comers
Business Leaders	Conference Organizers
Non-Profit Leaders	CEOs
Public Relations Professionals	CFOs
Physicians	COOs
Accountants	Other C-Level Executives
Communications Professionals	Managers
Human Resource Management Teams	High-Tech and Software Organizations
Corporate Vice Presidents	Organizations
Corporate Directors	Finance and Accounting Departments
Diversity Professionals	Customer Service Departments
Program Coordinators	Leadership Teams

My Vision of Leadership

**Use this page to describe a vision of the kind of leader you would like to be.
A sample can be found on Page 47.**

The 360° Investment

The Seven Investments: Seven Steps to a 360 Profile

An Investment in Time

Step 1 - Create Your Timeline

An Investment in Strategy

Step 2 – Prepare Your Questionnaire

An Investment in Your Team

Step 3 - Choose Your Participants

An Investment in Relationships

Step 4 - Request Participation

An Investment in Process

Step 5 - Distribute Your Questionnaires

An Investment in Reflection

Step 6 - Exploring Your Feedback

An Investment in Action

Step 7 - Creating an Action Plan

The Returns on a Great 360

As a result of completing a customized, high quality 360 Degree Profile, you can...

Raise your revenues and your income
Meet higher goals
Feel newly invigorated
Use your time more wisely
Lower your stress
Minimize frustration
Enhance your quality of life both on and off the job
Ensure your behaviors are working for you, not against you
Develop an accurate self-perception
Improve the impression you make on others
See yourself as others see you
Learn where, why and how to improve
Understand where you're holding yourself back
Discover opportunities to get ahead
Become much more thoughtful about what you're doing and why
Focus your energy
Maximize your efforts
Get better, more predictable results
Gain greater self-awareness
Build on your strengths
Manage your weaknesses
Decrease your chances of being surprised
Increase your chances of being promoted
Maintain a discipline of learning that cultivates leadership and success
Get out of your own head
Gain confidence in leadership, even in new situations and when you make a change
Become more efficient
Become more effective
Experience a more strategic, reflective approach to leadership
Maintain effectiveness over time, despite change in environments and people

360s - Reasons and Results

Below follow some of the reasons leaders do 360s and the results they've gained.

Identifying Your Strengths

- Learn to truly excel
- Maximize your natural strengths
- Reach your full potential

Seeing Into Your Blind Spots

- Improve your leadership
- See into your blind spots
- Succeed in a new promotion or endeavor

Meeting Your Goals

- Get specific direction on your goals
- Learn *how* (not *what*) to do
- Get new ideas for improvement

Preparing for Advancement

- Prepare yourself for advancement
- Get advice and direction
- Learn the process to get ahead

Becoming More Effective

- Become more effective in your current job
- Learn to better serve customers and clients
- Create raving fans

What are your Reasons for a 360?

What Results do you want to achieve?

My Reasons and Results: What Do I Want to Know and Why?

Put a checkmark by the statements that describe
what you want to know from your 360.
A sample can be found on Page 48.

How can I identify my strengths?

- I would describe myself as “doing well and want to do even better.”
- I have significant talents and strengths that I want to develop.
- I don't think about what I do well; I just do what I do and get it done.

How can I see into my blind spots?

- I am not as successful as I would like to be.
- I sometimes feel I do not get what I deserve - especially recognition and advancement.
- I do not feel especially self-aware.
- I'm not sure how other people see me.
- I can't always seem to get candid feedback.
- I often feel frustrated, out of place, or out of synch.

How can I meet my goals?

- I have specific goals that I want to meet.
- I crave more direction and ideas that will help me achieve my goals.
- I thrive on ideas and suggestions from other people.

How can I prepare for advancement?

- I am ambitious and want to be as successful as possible.
- I believe I have the potential to be promoted - soon - and want to seize the opportunity.
- I have gotten into a rut and would like to feel rejuvenated.

How can I be more effective?

- There are new skills I would like to learn.
- I have the sense that I could be a stronger leader.
- I believe I could be more efficient and/or more productive.
- There are things I want to do but simply haven't, because of time or competing goals.

I also want to know... _____

Using the Program

How to Use this Program

Below follow some suggestions for using this program in the most effective way.

Stay Organized

Use the directions for printing and organizing your materials on the next page of your Workbook, Getting Organized.

Know Your Materials

Locate the five main sections of your materials:

1. *The Script*
2. *The Workbook*
3. *Samples*
 - A Sample 360 Degree Process
 - Sample 360 Degree Questionnaires
4. *Participant Feedback*
 - Completed Questionnaires
5. *Support*
 - info@the360investment.com

Listen and Learn

Listen to the Audio once all the way through to get a sense of the process in its entirety.

Do Your 360

Return to the Audio and the Workbook as many times as you need for support throughout the process.

Examples

Use the examples as a way to get ideas about what and what not to do.

Timing

Expect your 360 to take about a month from start to finish.

Getting Organized

To stay organized throughout this process you may find it useful to place the printed Workbook into a binder. Use this diagram and the directions on the following page.



Binder: The 360 Investment

Dividers:

1. The eBook

- Contains: The Printed Transcript of the Audio Program

2. Workbook

- Contains: The Printed Workbook (Sections One and Two)

3. Samples

- Contains: The Printed Workbook (Sections Three and Four)

4. Participant Feedback

- Contains: Completed Questionnaires (Returned to You by Participants)

5. Support

- Contains: The Printed Workbook (Section Five)

Directions:

1. Get a binder and five dividers.
2. Label the dividers as follows and place them into the binder:
 - *The eBook*
 - *The Workbook*
 - *Samples*
 - *Participant Feedback*
 - *Support*
3. Print the eBook (the Audio Script) and place it behind the first divider of your binder.
4. Print the Workbook.
5. Place the Workbook sections entitled the Introduction and The Seven Investments (pp. 1-43) behind the second divider in your binder.
6. Place the Workbook section including the Samples (pp. 44-63) behind the third divider in your binder.
7. As you gather your Participant Feedback, exchange it with the placeholders in your Workbook (pp. 64-67) behind the fourth divider of your binder.
8. Pull out the last pages in your Workbook, Getting the Support You Need (pp 68-72), and put it behind the last divider of your binder.

Remember, just for purchasing this program, you get free email support (info@the360investment.com) as well as 20 minutes of free consultation with us (775-324-5377) to be sure everything goes well; take advantage of it. We're here to help!

9. Add a pad of self-sticking notes that you can use to “flag” key Workbook pages as you go along. These are marked in your Workbook. You will be referring to these pages often. Flagging them will help you find them easily.

This binder will help you to stay organized throughout the 360 process, and it will also be a useful resource to keep in your professional library. You can refer back to it in the future for reflection, to track your leadership development process or to go through the process again in the future.



Step 1 - Create Your Timeline

My Timeline

Use this timeline to map your 360 process onto your calendar.

A sample can be found on Page 49.

Step 1:

Create Your Timeline

Review the seven steps for the 360 process

Complete your Timeline and schedule the steps in your calendar

Time needed: 20 minutes

DATE: _____

Step 2:

Prepare Your Questionnaire

Complete the Choosing Your Questions page of the Workbook

Review the three sample Questionnaires to get ideas

Create your Questionnaire

Time needed: 1 hour

DATE: _____

Step 3:

Choose Your Participants

Choose 7-10 people whose feedback you would like to receive

Complete your Chart of Participants

Time needed: 20 minutes

DATE: _____

Step 4:

Request Participation

Write and send your Letter for Requesting Participants

Time needed: 20 minutes + 1 week

DATE: _____

Step 5:

Distribute Your Questionnaires

Write your Cover Letter for Questionnaire

Send your Questionnaires to your participants

Write your Reminder Letter

Contact your participants with a reminder email or phone call

Time needed: 5 minutes + 2 weeks

DATE: _____

Receive Questionnaires

DEADLINE: _____

Step 6:

Explore Your Feedback

Set a one-hour block of time and follow the guidelines for Exploring Your Feedback

Time needed: 1 hour

DATE: _____

Step 7:

Create an Action Plan

Time needed: 1 hour

DATE: _____

Step 2 - Prepare Your Questionnaire

Choosing Your Questions

Use these questions to choose or develop the questions for your 360 Questionnaire.
A sample can be found on Page 50.

Identifying Your Strengths

- __What are my strengths?
- __How I can use the strengths I already possess to become even more effective?

Seeing Into Your Blind Spots

- __Give me three words that describe me.
- __What is it like to work with me?
- __What do you think I need to know about myself?
- __What do you think I need to know about other people?
- __What perspectives do I need to understand?
- __What are my blind spots?

Meeting Your Goals

- __These are some of my goals (list). What suggestions do you have for reaching them?
- __What do you think I need to know, learn, or practice to be able to reach these goals?
- __What obstacles and blocks do you believe I need to overcome to meet these goals?

Preparing for Advancement

- __What one thing, if I did it consistently, would help me be even more successful?
- __What one piece of advice can you give me for how I can better myself?
- __On a scale of 1-10, how _____ do you think I am? Please explain.
- __How do I hold myself back?
- __How can I improve?

Becoming More Effective

- __What would make me a stronger leader?
- __What suggestions do you have for me to become more effective?

More Ideas

My Questionnaire

Use this page to draft your Questionnaire.

A sample can be found on Page 51. See also the Sample 360s to see how other leaders have structured their questionnaires:

- Questions Only (Page 60)
- Survey (Page 61)
- Analysis (Page 62)
- Goals (Page 63)

Step 3 - Choose Your Participants

Potential Participants

Use this page to brainstorm the people who might be good participants in your 360.
A sample can be found on Page 52.

In General

People you respect:

People who know you very well:

People who don't know you well:

At Work

People you report to (boss, superiors, etc.):

People who report to you (direct reports, employees, etc.):

People who provided services to you (vendors, suppliers, etc.):

People who work with you or for you (contractors, project managers, etc.)

People who work alongside you (colleagues/peers):

People who buy from you (customers, clients):

In Your Family

Your parents:

Your brothers and sisters:

Your cousins:

Your kids:

In Your Community

People from church:

People in your professional organization(s):

People in your service organization(s):

People in your neighborhood:

Yourself!

Step 4 - Request Participation

Letter for Requesting Participants

**Use this template as a model for developing your own letter for requesting participants.
A sample can be found on Page 54.**

Dear _____,

As part of my professional growth, I am participating in a 360 Degree Profile. This process is designed to give me insight into my leadership style, behaviors, and opportunities, for the purpose of strengthening and improving my leadership.

To complete this process, I am seeking feedback on my leadership style and behaviors, and I would like you to participate. The process involves filling out a Questionnaire in which you respond to questions in writing using your knowledge of me from our working relationship. The process should take 15-20 minutes.

Please let me know as soon as possible if you will be willing to participate in my 360 Degree Profile by completing the written Questionnaire. Thank you! I look forward to hearing from you.

Sincerely,

My Letter for Requesting Participants

Insert or draft a copy of the actual letter or strategy you use for future reference.

Step 5 - Distribute Your Questions

Choosing Your Strategy

This worksheet spells out some of the pros and cons of the different approaches to a 360 Degree Profile. Read it and use it to decide how to distribute your Questionnaires.

Advantages

Different approaches have different advantages. What's most important to you – confidentiality, simplicity, both, or neither? Use the matrix below to discover which approach best fits your needs.

	No Confidentiality	Confidentiality
Complexity	Interview directly	Find a 3 rd Party
Simplicity	Email directly	Hire a coach

Processes

Different approaches require different steps. Review the steps of each approach below to see which one works best for you.

Interview Directly:

1. Develop Questionnaire
2. Arrange individual interviews
3. Conduct individual interviews
4. Assemble and compare notes

Find a 3rd Party:

1. Develop Questionnaire
2. Give 3rd party contact information
3. 3rd party distributes Questionnaires
4. 3rd party receives Questionnaires
5. 3rd party removes names
6. 3rd party delivers Questionnaires to you
7. Assemble and compare feedback

Email Directly:

1. Develop Questionnaire
2. Email Questionnaire
3. Receive Questionnaires via email
4. Assemble and compare feedback

Hire a Coach:

1. Have a coach create a Questionnaire that gets you the information you want
2. Have coach distribute and receive Questionnaires and compile data
3. Review report

Cover Letter

Use this template as a model for developing your own cover letter to go with your Questionnaire. A sample can be found on Page 55.

Dear _____,

As part of a process of professional growth, I am participating in a 360 Degree Profile. This process is designed to give me insight into my leadership style, behaviors, and opportunities, for the purpose of strengthening and improving my leadership.

Your participation in this process is extremely valuable. Please complete the attached Questionnaire in which you will respond to questions about me in writing. Please be specific and honest in your responses. The process should take 15-20 minutes.

Please send your responses back to me by the deadline, _____.

Thank you for your contribution!

Sincerely,

My Cover Letter

Insert or draft a copy of the cover letter you use for future reference.

Step 6 - Explore Your Feedback

Dos and Don'ts for Receiving Your Feedback

Review this list of Dos and Don'ts before you receive your completed Questionnaires back from your participants.

- Do** the process exactly as designed.
- Do not** look at your Feedback as it comes in.
- Do** save your Feedback for a specific time set aside for review and reflection.
- Do not** just look for the "bad stuff."
- Do** consciously have an open mind.
- Do not** just skim the Feedback; use the steps in the program to analyze it well.
- Do** fill out your Workbook and write down your observations.
- Do** focus as much on your strengths as your weaknesses.
- Do** keep track of flashes of insight as you go.
- Do** put away the Feedback and reflect on it without looking at it.
- Do** translate Reflection into Action.
- Do not** merely *intend* to take action; put the plan into place and implement it.
- Do not** share your data directly with anyone; it's your personal information.
- Do** take your plan public; it's how people know you're improving and continue to help.
- Do not** choose too many areas to work on.
- Do** choose one or two areas to work on.
- Do** seek further detail and clarification as needed.
- Do not** try to figure out who said what.
- Do not** hold participants' comments against them.
- Do** allow yourself to change from the good to the better!

The Leader-Learner's Mindset

**Use this script to stay in a positive frame of mind throughout your 360,
or use it to develop your own.**

"I am open-minded and receptive. I know that any feedback I receive is intended to help me learn and grow, and to become even more of the leader I am meant to be. I allow myself to take the good with the bad, to be patient and thorough, and to find the information that will be the most valuable in my evolution as a leader."

Reading the Feedback

Eliminate all distractions.

- Choose a quiet place where you can be alone and undisturbed for two hours.
- Turn off your phone, cell phone, email, blackberry, pager, fax and computer.
- Clear your mind.

Read the Feedback once straight through.

Read the Feedback a second time, marking it up as you go. Note

- key comments
- interesting ideas
- surprises
- questions you have
- thoughts
- ideas you come up with as you read.

**Summarize and expand your observations using the following pages in the Workbook:
the Summary and Questions for Reflection.**

My 360° Summary

Use this template to capture and summarize the most significant information in your 360.
A sample can be found on Page 56.

+ Positive Comments

- Constructive Criticism

***** Reminders and Key Ideas

?/! Questions and Ideas

My Questions for Reflection

Use these questions to deepen your learning after reading your 360 Feedback.
A sample can be found on Page 57.

What did I notice?

What did I learn about my strengths?

What do I believe needs improvement?

What comment/theme matters most to me?

What TWO TO THREE (maximum) skills/behaviors/attitudes/perceptions would I like to improve?

What questions do I still need answered?

What action steps might I take?

Step 7 - Create an Action Plan

Ideas for Action Planning

Use these questions to help decide what to put in your Action Plan.

- What do I need to learn?
- What skills do I need to gain?
- What behaviors do I need to change?
- What do I need to start doing? What do I need to stop doing?
- What do I need to schedule to make this happen? Think time? Practice time? Events?
- What research do I need to do?
- Who do I need to talk to? A spouse? My boss? A friend, mentor or coach?
- What decisions do I need to make?
- What patterns do I need to change?
- What new habits do I need to adopt?
- What new things do I need to try?
- Who can I ask about how to improve in this area?
- Where can I find a role model?
- How long do I need to give myself to make these changes?

Following Up

The message below can be adapted as a letter, an email, or an in-person discussion to follow up with your participants by sharing your Action Plan and thanking them for participating.

Thank you for participating in my recent 360 Degree Profile. It's always nice to hear positive feedback, and I was gratified to learn that I [describe some of the good news you heard].

I also want to continue learning and growing as a leader. I appreciated all of the constructive feedback I received, and I've chosen to [describe the actions you've decided to take]. I hope that this will make a positive impact, and I also welcome any additional suggestions you have for doing this!

Again, thank you for participating. I realize it takes time to do this, and I appreciate it!

Sincerely,

My Follow Up Plan

**Insert or draft notes for your Follow Up plan or letter that you use for future reference.
A sample can be found on Page 59.**



Raising Your ROI

Top Ten Ways to Succeed with a 360°

Use these ideas to be sure you're making the most out of your 360.

1. Be curious.
2. Ask for what you really want.
3. Ask open-ended questions.
4. Stay organized.
5. Give yourself time.
6. Get honest with yourself.
7. Go easy on yourself.
8. Celebrate what's right with the world.
9. Treat responders kindly.
10. Get into action!

eBook	support	feedback	samples	workbook
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Samples





Sample

My Vision of Leadership

Compassionate, personal leader - caring about the people as well as the projects, the emotions as well as the strategy

Calm and relaxed - much more efficient, productive and organized - less running around like crazy

More strategic, more involved in the business and less day to do

I see myself achieving at the same rate (or better) as I always have, but doing so with more presence of mind. I want to be clearer on the long term goals as well as the short term tasks. I think I am clear now...but I tend to lose focus and get caught up fighting the fires of the day. I would like to be more centered/grounded/focused so it's not always such a mad dash.

I think if I could do that I could meet some pretty big goals:

- increase gross revenue by 30% in 3 years*
- create a succession plan and a ready talent pool*
- leave at 5 (ha!) or at least get to the gym 3x/week*

...and more!

Sample

My Reasons and Results What do I want to Know and Why?

Put a checkmark by the statements that describe what you want to know from your 360.

How can I identify my strengths?

- I would describe myself as "doing well and want to do even better."
- I have significant talents and strengths that I want to develop.
- I don't think about what I do well; I just do what I do and get it done.

Seeing Into Your Blind Spots

- I am not as successful as I would like to be.
- I sometimes feel I do not get what I deserve - especially recognition and advancement.
- I do not feel especially self-aware.
- I'm not sure how other people see me.
- I can't always seem to get candid feedback.
- I often feel frustrated, out of place, or out of synch.

Meeting Your Goals

- I have specific goals that I want to meet.
- I crave more direction and ideas that will help me achieve my goals.
- I thrive on ideas and suggestions from other people.

Preparing for Advancement

- I am ambitious and want to be as successful as possible.
- I believe I have the potential to be promoted - soon - and want to seize the opportunity.
- I have gotten into a rut and would like to feel rejuvenated.

Becoming More Effective

- There are new skills I would like to learn.
- I have the sense that I could be a stronger leader.
- I believe I could be more efficient and/or more productive.
- There are things I want to do but simply haven't, because of time or competing goals.

I also want to know...

What am I doing that's really working?

How can I use my strengths to meet my goals?

Sample

Timeline

Use this timeline to map your 360 process onto your calendar.

Step 1: DATE: Wed. 3/15/07
Create Your Timeline
Review the seven steps for the 360 process
Complete your Timeline and schedule the steps in your calendar
Time needed: 20 minutes

Step 2: DATE: Wed. 3/15/07
Prepare Your Questionnaire
Complete the Choosing Your Questions page of the Workbook
Review the three sample Questionnaires to get ideas
Create your Questionnaire
Time needed: 1 hour

Step 3: DATE: Wed. 3/15/07
Choose Your Participants
Choose 7-10 people whose feedback you would like to receive
Complete your Chart of Participants
Time needed: 20 minutes

Step 4: DATE: Th. 3/16/07
Request Participation
Write and send your Letter for Requesting Participants
Time needed: 20 minutes + 1 week

Step 5: DATE: Th. 3/16/07
Distribute Your Questionnaires
Write your Cover Letter for Questionnaire
Send your Questionnaires to your participants
Write your Reminder Letter
Contact your participants with a reminder email or phone call
Time needed: 5 minutes + 2 weeks

Receive Questionnaires DEADLINE: Mon. 4/2/07

Step 6: DATE: Mon. 4/9/07
Explore Your Feedback
Set a one-hour block of time and follow the guidelines for Exploring Your Feedback
Time needed: 1 hour

Step 7: DATE: Tues. 4/10/07
Create an Action Plan
Time needed: 1 hour

Sample

Choosing Your Questions

Use these questions to choose or develop the questions for your 360 Questionnaire.

Identifying Your Strengths

- What are my strengths?
- How I can use the strengths I already possess to become even more effective?

Seeing Into Your Blind Spots

- Give me three words that describe me.
- What is it like to work with me?
- What do you think I need to know about myself?
- What do you think I need to know about other people?
- What perspectives do I need to understand?
- What are my blind spots?

Meeting Your Goals

- These are some of my goals (list). What suggestions do you have for reaching them?
- What do you think I need to know, learn, or practice to be able to reach these goals?
- What obstacles and blocks do you believe I need to overcome to meet these goals?

Preparing for Advancement

- What one thing, if I did it consistently, would help me be even more successful?
- What one piece of advice can you give me for how I can better myself?
- On a scale of 1-10, how *efficient* do you think I am? Please explain.
- How do I hold myself back?
- How can I improve?

Becoming More Effective

- What would make me a stronger leader?
- What suggestions do you have for me to become more *efficient*?

More Ideas

What am I doing that's really working?

What do you think I need to know, learn, or practice to be a better leader?

Sample

Questionnaire

Use this page to draft your Questionnaire.

1. *What are my strengths?*
2. *How I can use the strengths I already possess to become even more effective?*
3. *What are my blind spots?*
4. *What one thing, if I did it consistently, would help me be even more successful?*
5. *On a scale of 1-10, how efficient do you think I am? Please explain.*
6. *What suggestions do you have for me to become more efficient?*
7. *What am I doing that's really working,?*
8. *What do you think I need to know, learn, or practice to be a better leader?*

Sample

Potential Participants

Use this page to brainstorm the people who might be good participants in your 360.

In General

People you respect: *Kelly, John*

People who know you very well: *TQ, Kelly, Andrew, Drake*

People who don't know you well: *Pat Keegan, Verdin*

At Work

People you report to (boss, superiors, etc.): *Kelly Gaskill, Troy Hebrass, John Heinz*

People who report to you (direct reports, employees, etc.): *TQ, Bob, Sal, Michael, Chris*

People who provided services to you (vendors, suppliers, etc.): *Rudy Chavez*

People who work with you or for you (contractors, project managers, etc.): *Rudy Chavez*

People who work alongside you (colleagues/peers): *Pat Keegan*

People who buy from you (customers, clients): *Christina, Marquez, Gina*

In Your Family

Your parents: *Mom and Dad*

Your brothers and sisters: *Caroline*

Your cousins:

Your kids: *Anna, Erica, Ginny*

In Your Community

People from church: *Don*

People in your professional organization(s): *TQ, Bob, Ariana*

People in your service organization(s): *Jane, Cal*

People in your neighborhood:

Yourself! *me*

Sample

My Chart of Participants

Complete this chart with the information for every person who will be participating in your 360 Degree Profile.

Last Name	First Name	Relationship (Boss/ Superior, Peer/ Colleague, Direct Report, Other)	Address	Phone	Email	Feedback Received
Gaskill	Kelly	Boss	CYG Systems 121 1 st St. NY, NY 10711	888-555- 0000		Y
Heinz	John	Superior/ Boss	"	"		Y
Ayres	T.G.	Colleague	"	"		N
Scott	Barb	Colleague	"	"		Y
Segura	Sal	Direct Report	"	"		Y
Pruitt	Michael	Direct Report	"	"		Y
Daniels	Chris	Direct Report	"	"		N
Keegan	Pat	Other (Client)	Global Labs 5 Eastern Ave. NY, NY 10712	888-555-1111		Y
Chavez	Rudy	Other (Client)	Syntech, Inc. 16401 31 st St. NY, NY 10693	888-555-2222		Y
Self	Self	Self				Y

Sample

Letter for Requesting Participants

Use this template as a model for developing your own letter for requesting participants.

Email sent Thursday, 3/16/07

Dear *Friends and Colleagues,*

As part of my professional growth, I am participating in a 360 Degree Profile. This process is designed to give me insight into my leadership style, behaviors, and opportunities, for the purpose of strengthening and improving my leadership.

To complete this process, I am seeking feedback on my leadership style and behaviors, and I would like you to participate. The process involves filling out a Questionnaire in which you respond to questions in writing using your knowledge of me from our working relationship. The process should take 15-20 minutes. *Your responses will be completely confidential.*

Please let me know as soon as possible if you will be willing to participate in my 360 Degree Profile by completing the written Questionnaire. Thank you! I look forward to hearing from you.

Sincerely,
Sample Leader

Sample

Cover Letter

Use this template as a model for developing your own letter cover letter to go with your Questionnaire.

Email sent Thursday, 3/23/07

Dear *Friends and Colleagues,*

As part of a process of professional growth, I am participating in a 360 Degree Profile. This process is designed to give me insight into their leadership style, behaviors, and opportunities, for the purpose of strengthening and improving my leadership.

Your participation in this process is extremely valuable. *Please answer the questions below and respond to them via email.* Please be specific and honest in your responses. The process should take 15-20 minutes.

In order to keep this process confidential, I am requesting that you send your responses to Candace DuPree, who will collect your responses, remove your names, and send me a report. Her email address is c.dupree@cygsamplecompany.com.

Please send your responses back by the deadline, *Thursday, April 5, 2007.*

Thank you for your contribution!

Sincerely,
Sample Leader

Questions:

1. What are my strengths?
2. How I can use the strengths I already possess to become even more effective?
3. What are my blind spots?
4. What one thing, if I did it consistently, would help me be even more successful?
5. On a scale of 1-10, how efficient do you think I am? Please explain.
6. What suggestions do you have for me to become more efficient?
7. What am I doing that's really working.?
8. What do you think I need to know, learn, or practice to be a better leader?

Sample

360° Summary

Use this template to capture and summarize the most significant information in your 360.

+ Positive Comments

People said my strengths are

- 1. being organized*
- 2. being compassionate*
- 3. being a mentor*

Two people very much appreciate my approachability

People already see me as being efficient

- Constructive Criticism

Sometimes I can be too lock-step and not innovative enough

People say I could actually be more efficient by being less available; they have what they need and think sometimes I should shut the door and make better progress - sort of "give myself permission" to put my head down and do the work

* Reminders and Key Ideas

One person commented that I have a blind spot about being "future-oriented;" the implication was that I'm all about what we're doing right now and the people (worrying about "is everyone okay") instead of thinking strategically and long term

?/! Questions and Ideas

One thing I got is that I am efficient and organized; I can just accept that as a strength and know that I will always strive to improve there.

What would it look like for me to be more innovative and strategic?

How can I use my good relationships to do that?

Sample

Questions for Reflection

Use these questions to deepen your learning after reading your 360 Feedback.

What did I notice?

I noticed that I had very positive feedback all around. I was worried about my blind spots, but people actually see me as quite self-aware.

What did I learn about my strengths?

I learned that I am efficient and organized, very people-oriented and achieving - but I already knew that.

I also learned that to some degree I can actually back off these strengths to make room for other things that are important, like strategic initiatives.

What do I believe needs improvement?

Innovation, future focus, vision - playing that role more. My department is in really good shape; the people feel supported and are focused on what's important now - I need to be looking at what's coming down the road in 3, 5, 10 years.

What comment/theme matters most to me?

The idea that I can naturally and easily maintain good relationships; I don't have to worry about this as much. That will give me permission to "shut the door" and do the strategic thinking.

What ONE TO TWO (maximum) skills/behaviors/attitudes/perceptions would I like to improve?

Future/strategic thinking

Feeling confident in my people and their confidence in me (which will allow me to delegate more high-profile projects to them and shift my focus)

What questions do I still need answered?

What exactly would innovation and strategy look like at this juncture? What does the team need? What does the company need? What do I need? Who can help?

What action steps might I take?

Get some help with the "innovation" part. Coach? Mentor? Bosses? Work with the whole department on this - team effort!

Sample

Action Plan

Use this template to choose your areas of improvement and specific action items.

The ONE or TWO area(s) I am working on include:

1. *Delegate*
2. *Be more strategic*

My ultimate goal is to: *get out of the details; be more of a strategic, visionary leader*

The actions I will take to improve in and to meet this goal include:

Date	To Do	Comment
<i>Now - ASAP</i>	<i>Choose 2-3 projects to delegate</i>	<i>Who is ready for these? What training do they need?</i>
<i>Schedule by 5/1; Start by 5/15</i>	<i>Schedule regular (how often?) planning sessions with self, and with team, to do the strategy</i>	<i>Talk to key people to discuss; also follow up with participants in 360 to see what exactly they had in mind; it is the same as strategy?</i>
<i>By 5/20</i>	<i>Think about what "innovation" means in this context; what would that look like?</i>	
<i>By 5/30</i>	<i>Meet with key players to discuss strategy</i>	<i>Dem Gray would be good to include - very strategic thinker</i>
<i>June - Dec.</i>	<i>Train "delegate-ees" to take on these projects</i>	<i>Goal is to get them higher level so I can be more of a strategic partner than a lead; goal is to free TIME up for the strategic planning</i>
<i>By 6/15</i>	<i>Discuss goals and vision with Pres/CEO</i>	
<i>By 6/30</i>	<i>Outline my strategic plan for the department</i>	<i>Align with company goals and vision</i>
<i>By 7/10</i>	<i>Share strategic plan with department</i>	<i>Consider getting coaching on this from key players, or at least feedback before sharing; get approval of Pres/CEO too to be sure we're aligned</i>

The strengths I can draw on to achieve this include:

organization, great relationships

Sample

Following Up

The message below can be adapted as a letter, an email, or an in-person discussion to follow up with your participants by sharing your Action Plan and thanking them for participating.

Message to deliver in Staff Meeting, 4/30/09

Thank you for participating in my recent 360 Degree Profile. It's always nice to hear positive feedback, and I was gratified to learn that I see me as *organized and compassionate*. *It's important to me that you know you can come to me for mentoring, and the feedback I got is that you do.*

I also want to continue learning and growing as a leader. I appreciated all of the constructive feedback I received, and I've chosen to learn to be better at *delegating so that I can focus more on the strategic vision of the company and this department*. I hope that this will make a positive impact, and I also welcome any additional suggestions you have for doing this!

I would like to meet with you each individually to talk about this further. I'll be asking for your ideas about what you think I should delegate as well as what you would like to take on. I'll be looking for people who want to get more deeply involved in the business so that I can shift my focus. I hope that this will also be an opportunity for you to learn and grow, too. I will email you to set up a time to talk more in the next week or so.

Again, thank you for participating. I realize it takes time to do this, and I appreciate it!

Sample

Questions Only

1. What is it like to work with me?
2. What do you think I need to know about myself?
3. What do you think I need to know about other people?
4. What one thing, if I did it consistently, would help me be even more successful?
5. How do I hold myself back?
6. How can I improve?
7. Other comments?

Sample

Survey

This Questionnaire is designed to assess specific leadership skills that are important in the Department of XYZ at COMPANY. Please rate my effectiveness with each of these skills on a scale of 1-10 (1 being "least effective" and 10 being "most effective"), then answer the questions on the next page.

Communication

1 2 3 4 5 6 7 8 9 10

Clarity of Expectations

1 2 3 4 5 6 7 8 9 10

Consistency

1 2 3 4 5 6 7 8 9 10

Fair-mindedness

1 2 3 4 5 6 7 8 9 10

Progressive

1 2 3 4 5 6 7 8 9 10

Collaboration

1 2 3 4 5 6 7 8 9 10

Approachability

1 2 3 4 5 6 7 8 9 10

Optimism

1 2 3 4 5 6 7 8 9 10

Receptivity

1 2 3 4 5 6 7 8 9 10

Supportiveness

1 2 3 4 5 6 7 8 9 10

Respectful and Considerate

1 2 3 4 5 6 7 8 9 10

In your opinion, in which of these leadership skills do I EXCEL? Please explain and/or give examples.

In your opinion, for which of these leadership skills could I IMPROVE? Please explain and/or give examples.

Given these leadership skills, what other input can you give me? You may use this space to explain any of your scores above.

Sample

Goals

In this survey, I am sharing with my goals with you in an effort to get some suggestions on how best to meet them. Please read and comment on each of the following goals, providing any ideas you have for how I can improve in each of these areas and providing specific ideas and examples as appropriate.

Goal 1: Focus

One of my goals is to improve my focus - to be better able to prioritize, to get work done, and to not put things off.

- What behaviors would I need to exhibit in order to meet this goal?
- How can I leverage my strengths to meet this goal?

Goal 2: Organization

One of my goals is have better organization in every area (workload, environment, phone, email, bookshelves, tasks, etc.) so that I can effectively manage and complete all items and activities. My goal is to have a system that keeps me organized and supports effective work.

- What behaviors would I need to exhibit in order to meet this goal?
- How can I leverage my strengths to meet this goal?

Goal 3: Follow-Through

One of my goals is to have better follow-through, so that if I says I'm going to do something, I do it.

- What behaviors would he need to exhibit in order to meet this goal?
- How can he leverage his strengths to meet this goal?

General Comments

- What one thing do you think I could do to improve, personally and professionally?
- What other comments do you have to offer me?

eBook	support	feedback	samples	workbook
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Participant Feedback





Insert Your Completed Questionnaires Here

eBook	support	feedback	samples	workbook
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Support





Getting the Support You Need

Throughout your 360 process, you can call us to get the support you need.
Below follow a list of ways we can help.

FREE 20 Minute Consultation

Call us for your free 20 minute consultation to help you in any step along the way. We can

- answer questions about the process
- help you define your purpose for your 360
- spot check your Questionnaire
- help you make your list of participants as powerful as possible
- guide you in designing your reflective process and Action Plan

FREE

FREE Email Questions

Email us if we can answer a question for you at info@the360investment.com.

FREE

Just-in-Time Coaching and Assistance

Join our weekly 60 minute conference calls to get your questions answered, hear how other leaders are designing their 360s, learn strategies for taking powerful action, and taking next steps.

\$47

360 Management

Call us if you would like us to serve as a third party to distribute and collect your Questionnaires. If you like, we can even put together a report for you so you have all or your data collected in one place for easy reference.

\$150

Questionnaire Design

Call us to have us help you actually design your Questionnaire. You will receive:

- a 30 minute interview to determine the purpose of your Questionnaire
- a draft Questionnaire to use as a template
- a 10 minute follow-up consultation to complete and refine your Questionnaire

\$250

Reflection and Action Planning

Call us to have us help you get the most benefit from your 360. You will receive:

- a review of your 360 degree Feedback by a qualified coach
- a 60 minute Reflection and Action Planning consultation
- follow up consultation via phone and email as needed

\$400

Coaching for Leadership

Call us if you would like to sustain the learning from your 360 and make powerful, lasting changes to achieve your goals. We offer a variety of services, including

- ongoing one-on-one coaching
- ongoing group coaching
- 360s for large groups, departments and organizations
- customized interviews for a more extensive 360

\$TBD

Send us your feedback!

We, too, love feedback and are happy to hear from you! Please send us your experiences, let us know how you found the process, and share any pitfalls or breakthroughs!

FREE