

## 1. Planning

This is the most critical step, which can make or break the success of your engagement. TLG will consult with you on the front-end of any coaching or 360 engagement. Some of the questions we'll ask, to ensure you get a positive return on investment, include:

What is the objective? Who will see results and how will they be used? How will this be positioned? How will you ensure raters feel comfortable being honest? What is the "coachee's" feeling about this process (are they an enthusiastic participant or are they being told to do this?). How will you measure the success of this engagement? Who are other stakeholders? What is your past experience with 360s. If there are negative feelings about 360s in the organization – why, and how can we address them to set this process up for success?

## 2. Survey Design

Almost all of our clients find that our existing 360° surveys suit their needs. We offer several survey versions with validated competencies, for executive management, mid-management, front-line supervisor and sales. If our existing surveys don't fit, our design experts can link to your company's own competencies or values. To save time and money, we can simply "map" the survey competencies to yours on paper. Alternatively, we can redesign the survey itself to measure the specific behaviors you're looking for.

## 3. Communication

We understand that 360° surveys can create apprehension for both raters and feedback recipients. Raters may be concerned about confidentiality. Feedback recipients often worry about who will see the results and how they'll be used. Our communications expert will provide you with templates, outlines and coaching to help you position the process within your organization and put everyone at ease. The goal is to create a comfortable environment which allows raters to provide candid feedback—and feedback recipients to receive the maximum benefit from the process.

## 4. Survey Administration

TLG makes it easy for you. We administer the process, so you can focus on managing the process internally, communicating with participants and ensuring that everyone feels comfortable. We provide you a template to complete, with rater and feedback recipient information, and we do the rest—initial set-up, notifying raters via e-mail, providing raters online access to the survey, collecting and collating data, and sending reports. Along the way, we keep you informed of progress.

## 5. Summary Reports

Each feedback recipient will receive their confidential results, usually within 24 hours after we receive all rater feedback. Individual reports clearly show feedback recipients their top competency strengths and developmental opportunities, as well as feedback and comments on each behavior in the survey. Results are clearly broken out to show the differences in perception among recipients' manager(s), peers, others, direct reports and recipients themselves. We also provide group reports summarizing the recipient team's strengths and developmental opportunities. This data can provide insight into group training needs, developmental priorities and issues to be tackled within the team.

## 6. Coaching

Each feedback recipient receives a 1-2 hour coaching session, by phone or in person, to review the report. Occasionally, feedback recipients are shocked by what they see in the report and need help putting it into perspective. TLG's coaches are experts at guiding recipients through the 360° summary report, to help them digest feedback, identify common themes and discover both their strengths and developmental needs. We help recipients put together Developmental Action Plans and prepare them to discuss their Plan with their manager, if desired.

## 7. Manager Review

(Optional)  
Individuals to create an action plan with boss

## 8. Team Development Planning

(Optional)  
Often, whole departments or management teams go through the 360° survey process together. The group summary report produced from this process can be a valuable discussion-starter for the team. TLG's seasoned facilitator can lead your team through a ½-day team development session, where they explore the group's overall strengths and development opportunities, discuss the root causes of issues and how their behavior affects the organization, and plan ongoing team development. This exercise is valuable for both new teams and teams that have worked together for years.

## 9. Reassessment

If desired, feedback recipients can be re-evaluated on a handful of key behaviors 6 to 12 months after the initial assessment. This gives recipients a snapshot of their progress in behaviors they wanted to work on—without having to do the entire 360° survey process again



“ All 360 feedback engagements are customized, as no two situations are alike. However, above is a description of our typical process. ”