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## Guide for Coaches

# 360 Leadership Impact Survey

The 360 Leadership Impact Survey is designed to bring leaders new awareness in relation to their leadership style and impact. As a coach, you can use this tool to help leaders you work with design their next development goals.

The survey combines two forms of assessment:

### A. Self-assessment

Explore the impact the leader believes they have by asking them to respond to these six questions in your first coaching session:

1. In a sentence, how would you describe your leadership style?
2. What are your key strengths?
3. For you to be even more effective, what would you be doing differently?
4. If you had a piece of advice to give yourself, what would it be?
5. Which culture do you think you are creating with your leadership style (choose one sector on **The Performance Curve**)?
6. Any other comments?

### B. 360 Assessment

Find out how other people experience their leadership by emailing the same questions to selected people who the leader works with on a regular basis.

Before you start the process, make sure you are familiar with the leader's steps in the **Guide for Leaders** that accompanies this tool and your own steps listed in this guide.

**Introduce the option in your first coaching session** – ask if the leader would like to complete a 360 survey to gather feedback about the impact of their leadership. If they say yes, follow the steps below. You should set aside 30 minutes in the session for this piece of work.

### **Step 1: Set up survey and ask self-assessment questions** (First coaching session)

Explain the general idea of the 360, giving an overview of what it is and how it works.

- Ask them to answer the six Self-assessment questions above. Do this with them, partnering with them to reflect and explore.

- For Question 5, look at **The Performance Curve** together (see final page) and ask them what culture they think they are currently creating. Ask them to choose one of the four sectors. Reflect on what this sector is. Is it where they want to be? If not, what's their goal?
- Use their Self-assessment responses to help them get clear on what they are doing that creates the culture they lead. Celebrate strengths and potential opportunities for growth as you go.

This is a great start! **Agree deadlines** for the various steps in the process, working back from when you intend to give the leader their 360 report. Once all the responses have been collated, the leader will choose what they want to prioritise to work on.

## Step 2: Send out the 360 questions (Email after first coaching session)

Remind the leader to send emails inviting people to take part in the 360 survey and introducing you as the survey coordinator.

- Send the leader the Guide for Leaders that accompanies this tool. Point out that they should choose up to 8 people. Let them know they can copy the example text for their invitations. Remind them to cc you.

Follow up with each person individually with an email based on this template.

- Insert the Response Deadline. Attach The Performance Curve sheet that accompanies this tool. Do **not** copy your emails to the leader or anyone else.

### Example email to send out 360 questions

**Subject:** 360 Leadership Impact Assessment

Dear [insert respondent's name]

Following the email you received from [insert leader's name], I am delighted to introduce myself as their coach. Please find below 6 questions about the impact which you feel [insert leader's name] has as a leader.

#### Feedback questions:

1. In a sentence, how would you describe their leadership style?
2. What are their key strengths?
3. For them to be even more effective, what would they be doing differently?
4. If you had a piece of advice to give them, what would it be?
5. Which culture do you think they are creating with their leadership style (choose one sector on The Performance Curve attached)?
6. Any other comments (anything else you think would be helpful for them to know)?

Please be totally open and honest. I will share your feedback anonymously. I would be grateful if you would email your responses back to me by [insert Response Deadline].

Thank you for taking the time to contribute to this valuable 360 Leadership Impact Assessment.

[Insert your signoff]

### Step 3: Create 360 report

Collate the responses to each question by category: Manager, Direct report, Peer. Do **not** include respondents' names. You can use the example report layout to present the 360 feedback with the leader's own responses. The report should include a final page of reflection questions.

#### Example 360 report layout

## 360 Leadership Impact Assessment

### 1. How would you describe my leadership style?

|                |  |
|----------------|--|
| Managers       | <ul style="list-style-type: none"> <li>Confident, spirited</li> <li>Goal-orientated, with a sense of vision and urgency</li> </ul>   |
| Direct reports | <ul style="list-style-type: none"> <li>I find you insensitive and demanding</li> <li>Punchy – she says what she thinks and isn't afraid to</li> <li>Pragmatic, down to earth</li> </ul>  |
| Peers          | <ul style="list-style-type: none"> <li>Having seen how you are in meetings I would say you are essentially a “force of nature” type but one who is willing to at least listen to the contributions of others</li> <li>Energetic, reassuring, task focused</li> </ul> |
| Self           | <ul style="list-style-type: none"> <li>Regularly impulsive and impatient. I get frustrated with people when they don't move fast enough or are resistant to change. I'm known for getting stuff done but this can be at the expense of others.</li> </ul>            |

### 2. What are my key strengths?

|                |   |
|----------------|---|
| Managers       | • |
| Direct reports | • |
| Peers          | • |
| Self           | • |

### 3 For me to be even more effective, what would I be doing differently?

|                |   |
|----------------|---|
| Managers       | • |
| Direct reports | • |
| Peers          | • |
| Self           | • |



#### 4 If you had a piece of advice to give to me, what would it be?

|                |   |
|----------------|---|
| Managers       | • |
| Direct reports | • |
| Peers          | • |
| Self           | • |

#### 5 Which culture do you think I am creating with my leadership style? (The Performance Curve)

|                |   |
|----------------|---|
| Managers       | • |
| Direct reports | • |
| Peers          | • |
| Self           | • |

#### 6 Any other comments (anything else you think would be helpful for me to know)

|                |   |
|----------------|---|
| Managers       | • |
| Direct reports | • |
| Peers          | • |
| Self           | • |

## Your Reflections

After looking at the collated responses and your self-assessment, make a note of your reflections:

- **What surprises you?**
- **What are you learning in relation to the impact you have as a leader?**
- **What would you like to celebrate?**
- **What are you not so happy about?**
- **Which three things would you like to focus on to fulfil your leadership goal?**

#### Step 4: Share the results with the leader (Email)

Use the example text below to email the finished report to the leader.

Example email to send leader the collated 360 report

**Subject:** 360 Leadership Impact Assessment

Dear [insert respondent's name]

Congratulations for choosing to complete the 360 Leadership Impact Assessment! Information from your respondents is collated with your own assessment in the attached report. Please note that this 360 is completely confidential. I will not share it with anyone inside your organization unless asked to do so by you. As you read through it, keep a curious mindset – you will see various perspectives from the people you work with. The objective is to increase your self-awareness and identify your development goals for the coaching.

Please complete the following exercise in preparation for our next coaching session and be ready to discuss your leadership goals.

Looking at your 360 results, please note down:

- What surprises you?
- What are you learning in relation to the impact you have as a leader?
- What would you like to celebrate? What are you not so happy about?
- Which three things would you like to focus on to fulfil your leadership goal?

You will have a chance to deepen and share your reflections during our coaching session. Please bring your notes with you.

[Insert your signoff]

#### Step 5: Debrief, actions and accountability (Coaching session)

During your next coaching session with the leader, debrief their results and their reflections.

- What surprises you?
- What are you learning in relation to the impact you have as a leader?
- What would you like to celebrate? What are you not so happy about?

Next, revisit The Performance Curve:

- What information do the results give?
- Where do they corroborate?
- Where do they differ?
- What conclusions do you draw from this?

Clarify their specific leadership development objectives:

- Which three things would you like to focus on to fulfil your leadership goal?

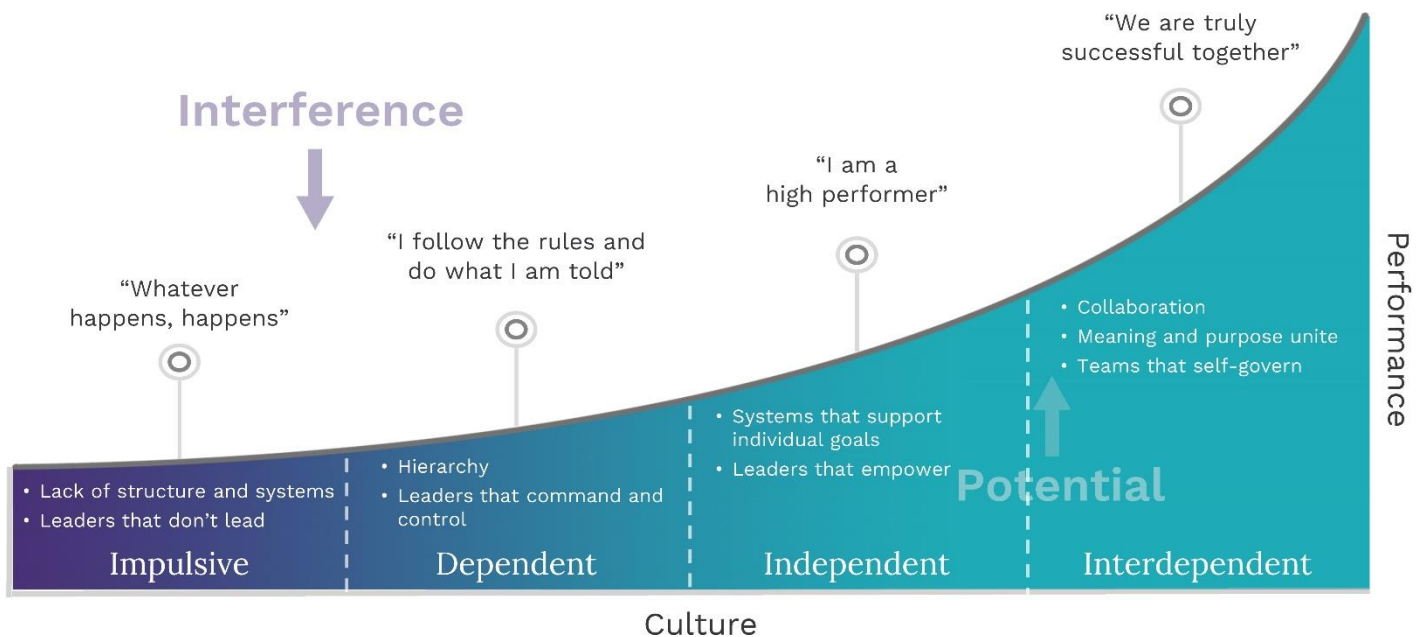
Get them to design actions, set up accountability and build a feedback and learning culture. For example, in the final step in their Guide for Leaders we suggest the following:

- Let your respondents know specifically what you are looking to do differently that is relevant to them or the feedback they gave you. Ask for feedback each time you do it and keep a note of what people say.



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# The Performance Curve



Each incremental move to the right yields bottom-line results

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The Performance Curve depicts the impact of culture on performance. Each of the four sectors – Impulsive, Dependent, Independent, Interdependent – is represented by an overall cultural mindset (shown in speech marks). Each mindset creates distinct organizational characteristics and relates to a certain level of performance.

The greatest influencers of an organization's culture are its leaders. Use The Performance Curve to consider the level at which you currently operate. What mindset do you operate from on a daily basis? What is the culture that exists in your organization? What culture do you create as a leader? The 360 Leadership Impact Survey will add valuable awareness of the impact of your leadership style so you can see what needs to change in order to improve performance.

For more information on the four stages of The Performance Curve, including cultural characteristics, organizational systems, leadership style and leader's impact, see Chapter 2: “Creating High-performance Cultures” in *Coaching for Performance* by Sir John Whitmore and Performance Consultants, 2017.

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