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## Guide for Leaders

# 360 Leadership Impact Survey

The 360 Leadership Impact Survey is designed to bring you new awareness in relation to your leadership style and impact. You can use the results to design your next leadership development goals.

The survey combines two forms of assessment:

### A. Self-assessment

To assess the impact you feel you have, your coach asks you these six questions:

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

To hear from people you work with, your coach emails the same questions to whoever you invite to give you feedback (see Steps 1 and 2).

### Step 1: Decide who to ask for feedback

Choose up to 8 people you work with on a regular basis who can provide developmental feedback for your 360 assessment. For example:

- **2 managers** – people you report to
- **3 direct reports** – people who you manage
- **3 peers** – colleagues in management

We recommend you ask at least 5 people and include people from each of the three categories, manager, direct report, peer.

## Step 2: Send out feedback invitations

You can use the example text on the next page to email people. Remember to **copy each email to your coach** so they can follow up with the questions.

Example email to send feedback invitations

**Subject:** Feedback on my leadership style

Dear [insert name]

I would like to invite you to participate in a 360 Leadership Impact Assessment to develop my leadership style. I am asking people who I work with on a regular basis to give me feedback that will help me to grow as a leader.

You will shortly receive 6 questions in an email from my coach who I have copied on this email. Please email your answers to them before the deadline they give you.

My coach will keep your responses anonymous and collate the feedback to share with me.

Please be totally open and honest – this will help me to develop and to understand the impact I have as a leader.

[Insert your signoff]

## Step 3: Review the results with your coach

Once your coach has received all the responses, they will collate the feedback and share the results with you in an anonymous format.

## Step 4: Note your reflections

After looking at the results, make a note of your reflections:

- **What surprises you?**
- **What are you learning/becoming aware of in relation to the impact you have as a leader?**
- **What do you want to change – which three things would you like to focus on to become the leader you intend to be?**

## Step 5: Act on the feedback

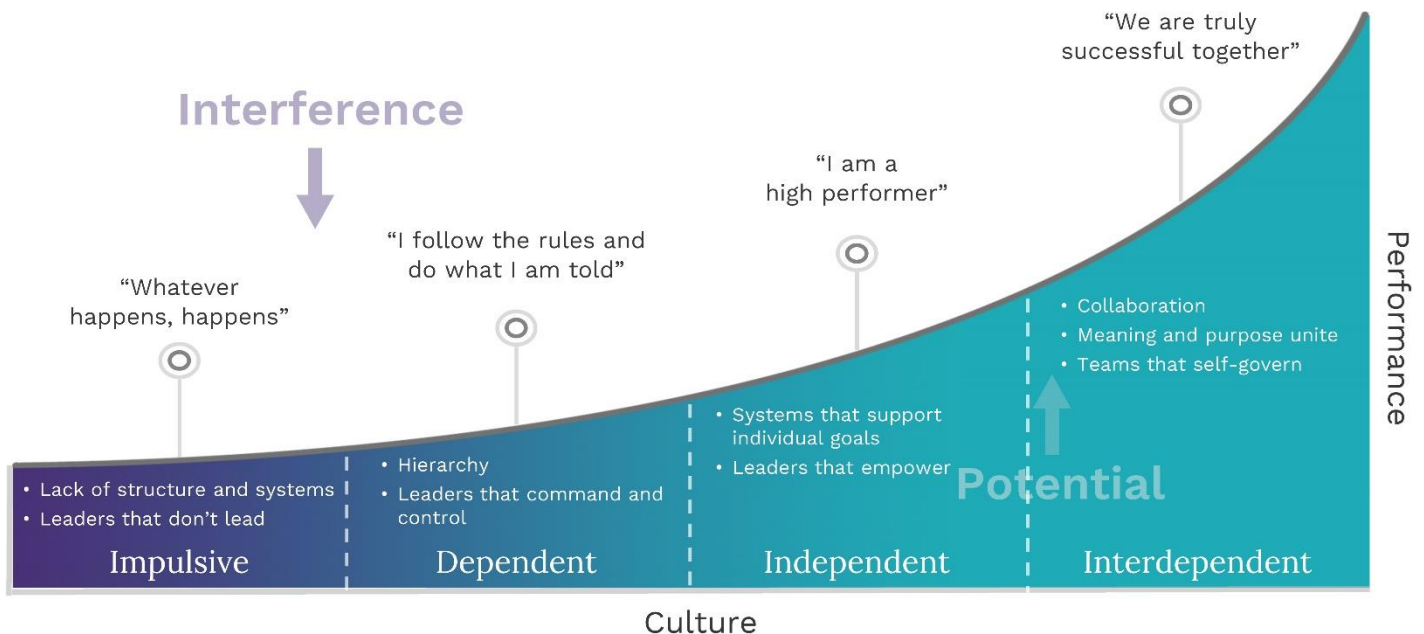
Let your respondents know specifically what you are looking to do differently that is relevant to them or the feedback they gave you. Ask for feedback each time you do it and keep a note of what people say.

By being human and open about your own development, you create trust and give others permission to do the same.



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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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