

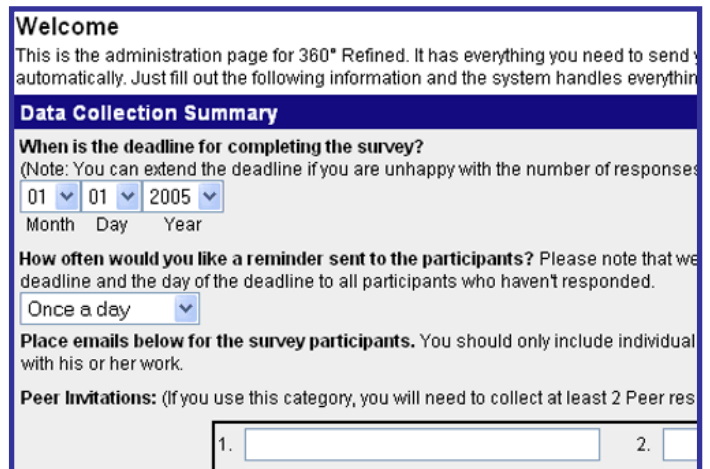
FEAR OF THE UNKNOWN: *DON'T LET IT SABOTAGE YOUR 360°*

Why is it that some leaders get so much from the 360° process, while others just seem to get defensive and learn very little? What a leader gleans from 360° feedback has everything to do with how he/she is coached through the fear of the unknown.

Take Bruce, for instance, VP of Operations at a successful software manufacturer. He reached his position through a great deal of hard work and dedication, earns a nice salary and is respected for his knowledge of the profession. When Tina, his new coach, asks what he anticipates from the upcoming 360° evaluation of his leadership skills, Bruce responds with a confident, “I’m a strong leader, so I think that will be reflected in my scores.”

Tina designed the company’s 360° feedback initiative to teach leaders what they *don’t* already know. She is careful as she explains to Bruce that new leadership skills are what will take his game to the next level *tomorrow* and ensure the continued success of the company. As Bruce nods his head passively, Tina can’t help but think that teaching someone who does a good job that they can do more is not an enviable task. She reminds herself that this responsibility is a powerful one, and one that can change a leader forever.

Over the next few days, Bruce and Tina finalize his raters via email. They decide Bruce has two supervisors, five peers, six direct reports, and two internal customers who are familiar enough with his leadership skills to provide meaningful ratings. They decide to launch the survey that day and they set a meeting for the end of the following week to go through the feedback.



Welcome
This is the administration page for 360° Refined. It has everything you need to send surveys automatically. Just fill out the following information and the system handles everything else.

Data Collection Summary

When is the deadline for completing the survey?
(Note: You can extend the deadline if you are unhappy with the number of responses.)
01 01 2005
Month Day Year

How often would you like a reminder sent to the participants? Please note that we will send the reminder on the deadline and the day of the deadline to all participants who haven't responded.
Once a day

Place emails below for the survey participants. You should only include individual emails with his or her work.

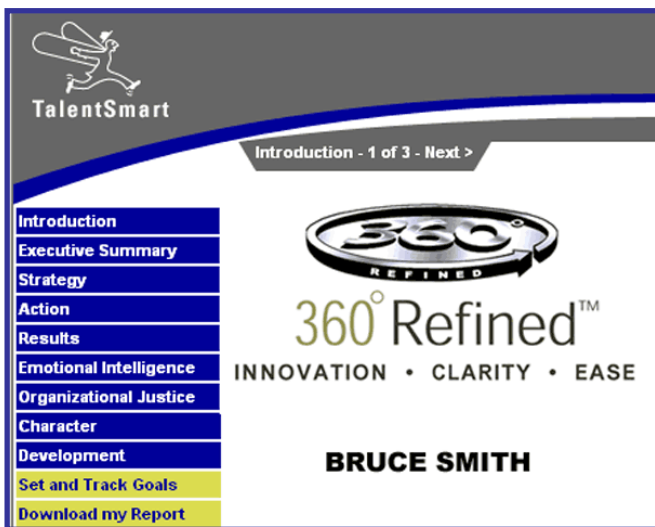
Peer Invitations: (If you use this category, you will need to collect at least 2 Peer responses.)
1. 2.

Back in her office, Tina hops online to send out Bruce’s survey. In less than 10 minutes she has the emails, deadline, reminder frequency and customized message entered into the administration page. Before clicking send, she pauses for a moment to reflect upon Bruce’s final comment, “I’m sure our coaching session next week will be quick.” As she clicks the “Send” button, she can’t help but sense that the opposite will be true.

Before heading out the door on Friday, Tina hops online to check the progress of Bruce's survey. She sees that 8 of 12 raters have responded and, strangely, the four missing respondents are his direct reports. She adjusts the reminder message to make it clear they have just a few days left to participate and the survey is anonymous. She grabs her car keys and, as she approaches the building's exit, notices a single office in the operations department that remains illuminated. A closer look reveals it's Bruce working furiously behind mounds of paper.

Upon closer inspection of Bruce's leadership score profile, she discovers he receives high marks in the qualities the assessment terms Core Leadership. That is, he's good at Strategy, Action and Results, the three competencies that tend to get people promoted into leadership positions. Bruce has clear room for improvement in the Adaptive Leadership competencies. These skills, such as emotional intelligence and mentoring, are critical for leaders who wish to take their game to the next level.

Tina has little chance to explain this to Bruce in Friday's meeting. As soon as she walks through the door, he announces an emergency trip to Singapore for a meeting, and cuts their meeting to 25 minutes so he can catch his flight. Tina barely has time to introduce his results before being escorted out the door. She stops in the doorway and tells him to check his email, as he'll be receiving a link to his feedback report, accessible online. Tina also assertively suggests he get familiar with his data and try the e-learning activities before his return.



The following Wednesday, Tina goes online again to find that 11 of 12 raters have responded. She creates his feedback report with one click of her mouse and discovers the obvious. Bruce's scores for strategic thinking, expertise and use of leadership authority are very high, but his scores for managing his time and developing his direct reports are lagging.



The meeting after Bruce’s return from Singapore is 70 minutes long, yet equally counterproductive. This time, Bruce does all the talking. He rationalizes the circumstances behind his low ratings and seems to take no pleasure in the areas where he has high marks from others. Only by pointing him to the specific comments made in the open-ended questions is Tina able to make some progress in getting Bruce to “own” his results and see opportunities for change.

They reach their fifth meeting before Tina has a real breakthrough coaching Bruce. They spend this session discussing the Accuracy Table, a pie-chart analyzing how close Bruce’s self-ratings are to the ratings from his coworkers. Tina explains that most leaders over-estimate some of their skills, under-estimate other skills and have an accurate perception of others. She shows Bruce how his chart follows this trend and reveals which areas his perception is not inline with what others see him doing on a daily basis.

For Bruce, and many other leaders who go through a 360° survey, it takes time to absorb the data and accept it as something that is extremely important. The tendency in corporations today towards “drive by” 360’s (here is your score—now use it) only makes it harder for leaders to do something productive with their feedback. So, how do things turn out for Bruce?

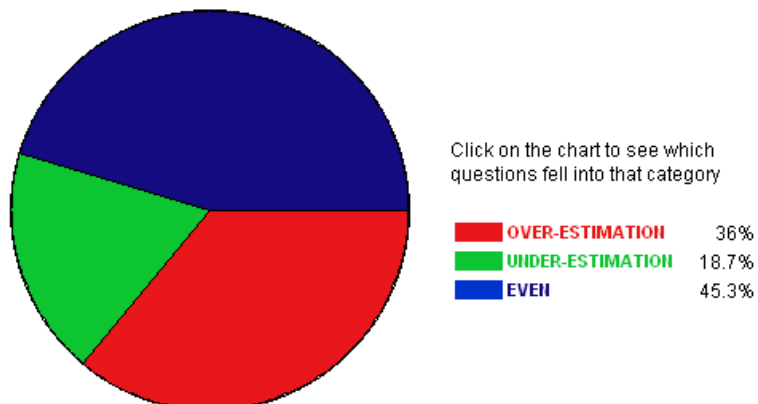
His relief in later sessions is palpable. He begins using the e-learning content in earnest and is diligent in responding to the reminders sent to him by the Goal Tracking System™. By the time the 360° process rolls out to the next layer of management, Bruce is one of the biggest advocates of Tina’s program. Working with Bruce ends up as one of the biggest challenges of Tina’s year, but she can’t help but feel it’s worth it. Don’t all leaders deserve the same?

- [Introduction](#)
- [Executive Summary](#)
- [Strategy](#)
- [Action](#)
- [Results](#)
- [Emotional Intelligence](#)
- [Organizational Justice](#)
- [Character](#)
- [Development](#)
- [Set and Track Goals](#)
- [Download my Report](#)

ACCURACY SCORE

Your Accuracy Score is a reflection of whether you tend to **OVER-ESTIMATE**, **UNDER-ESTIMATE**, or **ACCURATELY ESTIMATE (EVEN)** your skills and abilities. The pie chart below shows the % of questions in your report that fell into each category. If your pie chart is predominantly one color, then this is your general tendency.

You can view which questions from your survey fell into each of the 3 categories. Just click on each section of your pie chart below and a table will open showing the questions that fell into that category.



ABOUT THE AUTHORS:

TRAVIS BRADBERRY, PH.D

Dr. Bradberry is the coauthor of 360° Refined™, an innovative 360° survey that combines assessment results with e-learning and TalentSmart's proprietary Goal Tracking System™ to bring essential leadership skills to life.

Dr. Bradberry's first book, *The Emotional Intelligence Quickbook*, will be released by Simon and Schuster nationwide in May and boasts endorsements from The Dalai Lama, Stephen Covey, Ken Blanchard and others. The Quickbook provides a clear and compelling look at the world of emotional intelligence, without the filler, and provides a first look at the author's research with more than 500,000 people worldwide. The book is currently available for preorder wherever books are sold and through TalentSmart.com.

Dr. Bradberry is also coauthor with Ken Blanchard of the *Preferred Leader Assessment™* and is a recognized expert on leadership assessment. He speaks regularly on the topic in corporate and public settings internationally.

He holds a dual Ph.D. in clinical and industrial-organizational psychology, and a B.S. in clinical psychology from the University of California, San Diego.

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Lac is Manager of Strategic Alliances for Talentsmart®, the leading provider of emotional intelligence tests, products and training. He works directly with value-added resellers, distributors and consultants to ensure successful implementation of first-class tools in their important initiatives. His background includes research on leadership competencies, creating assessment instruments and designing e-learning activities.

Lac's expertise is in emotional intelligence, having consulted to a variety of organizations in the private and public sectors. Lac has a master's degree in industrial-organizational psychology from the California School of Professional Psychology and is completing his Ph.D. in industrial-organizational psychology at the same institution. His dissertation study is analyzing the impact of e-learning programs in emotional intelligence.