

360 Process Overview

The goal of a 360 is to help participants with insight of perceptions from multiple viewpoints. It is the start of the conversation for many around goal setting and barrier crushing in order to have as much impact as possible. The 360 process for many people can do more damage than good when it comes to growth and development. People are provided with written feedback that is unclear and, in some cases, unproductive and hurtful. Disengagement can happen when the person feels judged and disrespected rather than supported and honored for who they can fully be as a leader in the organization. At Sojourn we believe in providing clients with the insight they need to fully achieve their goals in a way that is productive, honest, supportive and kind. This work should be done in honor of who the participants are, where their strengths lie, what they need to overcome and a belief in who they can become.

Process Considerations

360 Instruments: Sojourn uses Envisia and the Leadership Circle products but there are many different assessments that you can use. Also consider conducting interviews with people to help understand more. These are particularly helpful if the person is not utilizing the Facilitated 360 Discussion & Presentation. It allows the objective third party to ask questions people often are afraid to answer honestly because they don't want to hurt the person's feelings. Having these insights are essential to the participant growing and removing barriers that are currently getting in their way. Whether you use a written assessment or an interview it is imperative to debrief the information with an objective person.

Senior Leadership Participation: The most powerful way to deepen the impact of 360s is to have Senior Leadership go through the process first. This shows everyone in the organization that no matter what level you are on you have areas that you can improve. It creates safety to be open to the process and a feeling that everyone is there to support each other rather than judge one another.

Respondents: The participant should select people that they work with: Direct Reports, Peers, Team Members, Supervisors and other Stakeholders. These people could be "fans" of the person, but they should also include people that the participant doesn't always see eye to eye with. A mix of personalities and whenever possible a mix of genders/culture/backgrounds/age in order to see views from multiple perspectives. If there is someone that the person absolutely does not get along with (a nemesis or enemy) consider leaving them out as the information may be more to hurt than help with productive insight. The participant should consult with their supervisor for possible viewpoints that they may have missed. Who is included should in the end be up to the participant. This helps them be as open as possible to the feedback for improvement and change.

360 Debrief with a Coach: Receiving written feedback or even interview feedback is hard and vulnerable. It is also something that should be explained and processed with an objective third party. The person delivering the feedback should not be their supervisor. This creates a safe space for the person to hear and process what is being shared with them. It is also important to come up with a plan for moving forward based on the

insights. What will the person start, stop and keep doing based on this information? It is also important to flag what they don't understand and where they need more help.

Facilitated 360 Discussion & Presentation: These are a critical part of the process! Participants should have the opportunity to present what they have heard to a chosen group of people who gave feedback. In this meeting the participant can express what they have heard, what they are working on, what they don't understand and what others could do to help. These meetings are by no means easy for people to do and we have seen time and time again how these create shift for the participants and for those around them. When facilitated by an objective third party these meetings get to the root of what is holding this person back. It also creates a newfound support system by including people in the process it helps those around the participant to help with understanding and accountability towards goals. Often it changes how people perceive the person increasing understanding about the participant and organically creating a team of people who care and want to support a person in their growth.

When you work with multiple participants in an organization these meetings help to support the participant in their journey and they also help to remind those that have already conducted their presentation to revisit their goals. It also helps open up discussion and clear out elephants that might be in the middle of the room preventing the organization from moving forward. Ensuring that these are facilitated by an objective party is key – that way areas that normally would be glossed over for fear of conflict can be addressed in a productive, honest and kind.

360 Flow Chart

