



SWITCHED ON LEADERS

## Why Use Our 360/180 Feedback Process

- No matter how mindful or skilful, none of us is fully in touch with other people's experiences & perceptions of us. This inhibits our ability to manage our influence
- The more senior and experienced a leader or top team you are, the more this is true - because others expect you to have the answers, and because of power differentials
- Switched On Leaders 360/180 process provides a facilitated opportunity to get feedback from peers, staff, key contributors, clients & the people to whom you are accountable

## Pros

- Provides clear insight into the perceptions others have of your effectiveness as a senior leader or top-team
- Enables clear decisions and next step actions to drive engagement and lead change
- 360/180 feedback is not only about discovering learning opportunities - it is also a great way to appreciate strengths and positive contributions
- A lot can be learned about the wider organisation from doing a feedback instrument for one key leader or leadership team

## Cons

- Anonymous feedback can fuel misunderstanding, and even mistrust, as recipients are unable to make sense of the feedback in the context of specific relationships
- Where this occurs there is evidence of decreased engagement and poorer performance in both those receiving and providing the feedback
- 360/180s are sometimes used as a sidestep around people who work together having constructive difference-making conversations
- Leadership development requires a long term view

## Bespoke & Personal

- Switched On Leaders do not use off-the-shelf or anonymous 360/180 instruments
- Our approach is personal and collaborative – we design & facilitate each feedback instrument with the person for whom the feedback is intended
- We only use transparent processes so the feedback can be understood and the whole team's ability to give and receive feedback is enhanced
- A seasoned executive leadership coach will facilitate the process in partnership with the individual / team leader, the line manager and the internal HR/OD lead

## When you do your 360/180 with us

You will:

- Have a clear process focussing on intended gains
- Decide the parameters and questions
- Choose the respondents and solicit the feedback
- Receive executive level coaching to develop understanding and tactics to drive your influence
- Feel more confident of your permission platform to set direction, disrupt the status quo and lead change
- Increase the quality of your understanding of self and others and diminish your blind spots

## Interesting facts

- More than 85% of Fortune 500 companies use 360 degree feedback process as part of leadership development
- 360 studies indicate that most leaders have inflated views of their own effectiveness while the base rate for other peoples' perception of managerial incompetence ranges from 30% - 75%, with the average level of perceived poor leadership estimated at about 50%
- Wouldn't you prefer to be a Switched On Leader when it comes to knowing how you are experienced and perceived as an individual or leadership team so that you can manage your influence?

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