

JOURNEYING THROUGH THE 360 FEEDBACK EXERCISE

YOUR LEADERSHIP JOURNEY

Personal leadership development can be summarised into practicing 3 main steps:



WHY IS THE 360 FEEDBACK EXERCISE IMPORTANT, AND HOW CAN I GET THE MOST OUT OF IT?

360 feedback exercises are one of the commonly used initiatives to increase leaders' awareness on their own leadership behaviours and drive change. While the exercise requires some time and effort, it provides a rare opportunity to gather honest feedback from the people around you.

The 360 feedback exercise usually consists of 3 main phases listed in the diagram below. You can get the most out of the exercise by following the 3 steps of **Reflect**, **Learn** and **Apply** as shown in the diagram below.

For this part, we will mainly focus on the first phase - Completing self-ratings.

OVERVIEW OF 360 FEEDBACK EXERCISE & HOW THE 3 STEPS CAN BE APPLIED



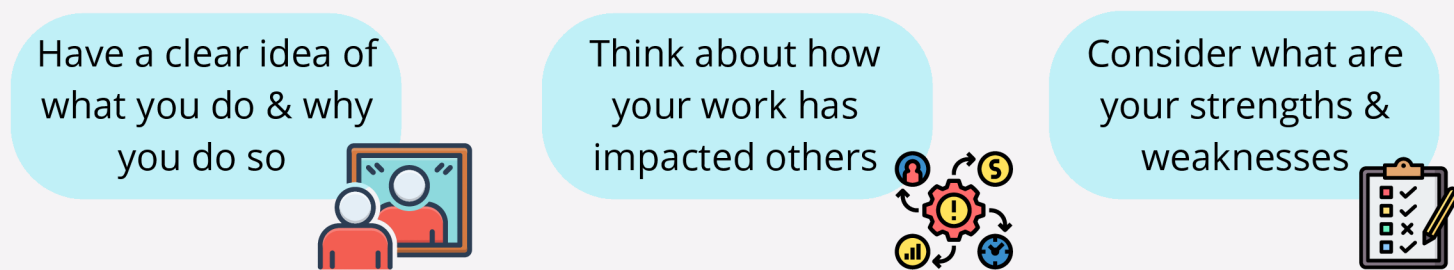
PHASE 1: COMPLETING SELF-RATINGS

In the first phase, you and your nominated raters (supervisors, staff and peers) will be asked to complete the 360 survey. From which, the feedback provided by yourself and your nominated raters will be used to generate the Feedback Report.

To get the most out of this phase, take some time to understand and evaluate yourself before completing the survey. This will help you to know yourself better and to have a clear idea of the skills, behaviors and motivations you currently have.

By taking stock of where you currently stand, you will be in a better position to consider how others view you. You may also choose to inform your nominated raters to complete the survey in the same manner to get the most accurate results possible.

KEY OBJECTIVES OF PHASE



GUIDING QUESTIONS FOR YOUR REFLECTION

- What are the reasons behind my actions?
- What have I done well? What are some areas I need to improve on?
- What goals have I set for myself and/or my team? Have they been met?
- What gives my work meaning and purpose?

PHASE 2: MAKING SENSE OF FEEDBACK REPORT

In the second phase, you will receive a Feedback Report containing your evaluators' feedback. You may also go through a debriefing session to help you understand the report before attending any group coaching sessions.

To get the most out of this phase, it is important that you take in the feedback received, respond to it appropriately, and clarify any queries or doubts you may have about the report's contents before moving on to the next phase.

By having a clear understanding of how your team is feeling, you will be able to gain a good understanding of their perspectives.

KEY OBJECTIVES OF PHASE

Understand what your team is trying to tell you



Be receptive to the feedback received and respond to it



Clarify doubts by asking questions or for more feedback



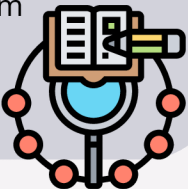
GUIDING QUESTIONS FOR YOUR REFLECTION

- What is my team trying to tell me through their feedback?
- How does my team's feedback compare to my own understanding?
- Why do these similarities and/or differences exist?
- What can I do to make things work better for myself and my team?



TIPS FOR YOUR LEARNING

- Understand what different types of feedback tell you and how to respond to them
- Make use of the debriefing session to clarify any queries you may have
- Ask your evaluators or team members for more detailed feedback
- Approach your team members to understand how they feel, and why



PHASE 3: COME UP WITH ACTION PLAN

In the third phase, you will develop an action plan based on your feedback results. To support you in this process, you may choose to participate in either group or individual coaching sessions*. These sessions are designed to help you better understand your feedback report, identify areas you would like to improve on, and work with you to develop an action plan to achieve these goals.

** you may reach out to the 360 administrators for more details on how to participate in coaching sessions.*

To get the most out of this phase, it is important that you practice all that you have learnt by putting your plan into action, and continue to learn and grow along the way.

After putting your plan into practice, it is important to reflect and evaluate if you have successfully made the change(s) you wanted to see. By going through the steps of Reflect, Learn and Apply in this way, you can achieve and sustain this change.

KEY OBJECTIVES OF PHASE

Practice what you have learnt, anytime and anywhere



Share what you have learnt so that others can also benefit



Know how to respond to and learn from mistakes



GUIDING QUESTIONS FOR YOUR REFLECTION

- How do I feel about the feedback I received?
- How have I changed? What have I done well?
- What could I have done better? How can I avoid making the same mistake?



TIPS FOR YOUR LEARNING

- Tap on existing resources within ICA (e.g. Psy Hub)
- Actively participate in group coaching sessions by seeking out your coach and/or groupmates for conversations
- Form a learning community where you can share knowledge and experiences with others

TIPS FOR YOUR APPLICATION

- Follow the Developmental Plan that you have created
- Share your plans with others for added accountability
- Impart your new knowledge to your team members so you can learn and grow together and keep each other motivated
- Create a safe environment for yourself and your team to learn and grow from mistakes

SCAN THE QR CODE TO ACCESS PSY HUB FOR MORE RESOURCES:

