



360 Feedback for Leadership Teams

HR People and Organisational Development

Overview

360 Degree Feedback is a process in which individuals receive confidential, anonymous feedback from the people who work around them. This typically includes your line manager, peers, and direct reports. Based around the Huddersfield Leader Framework, our 360-feedback questionnaire is broken down into three key categories: Managing Self, Managing Others and Managing Strategy. Conducting 360-degree feedback reviews for the members of a leadership team can be a powerful strategy for enhancing team performance and fostering growth.

The session will delve into the ways in which the feedback collected through the feedback process can influence and shape your leadership team's objectives. We will examine the specific aspects of the feedback that are most relevant to your goals, discuss how to interpret and prioritise this information, and explore strategies for integrating these insights into your leadership planning and decision-making processes. By understanding the impact of feedback on your objectives, you can enhance team performance, foster a culture of continuous improvement, and ensure that your leadership approach aligns more closely with the needs and expectations of your School or Service.

The session structure is outlined below:

- ❖ Preparation: Before launching the 360-feedback process, we will ensure clarity on the objectives, confidentiality, and anonymity of the feedback. NB: The session will explore how the feedback gathered through the feedback process may impact on your leadership team objectives.
- ❖ Selection of Evaluators: Choose evaluators carefully to ensure a comprehensive perspective. Typically, this includes direct reports, peers, line managers, and sometimes even external stakeholders who interact with the leadership team.
- ❖ Feedback Collection: Using our Huddersfield Leader 360 feedback tool. We will emphasize the importance of honest and constructive feedback to evaluators.
- ❖ Individual Feedback and Reflection: Each leader will have the chance to review their feedback independently with a coach. The coach will help to identify patterns, strengths, and areas for improvement.
- ❖ Group Discussion: A facilitated session where the leadership team can discuss common themes and insights emerging from the feedback. This discussion should focus on identifying collective strengths and opportunities for improvement.

- ❖ **Action Planning:** Collaboratively develop action plans based on the identified areas for improvement. These plans should include specific, measurable goals and timelines. Assign responsibilities for implementation and follow-up.
- ❖ **Continuous Support:** On request, P&OD will provide ongoing support and resources to leaders as they work on their development areas. Regular check-ins and coaching sessions can be valuable in sustaining momentum and progress.
- ❖ **Evaluation and Iteration:** Leadership teams can periodically revisit the 360-feedback process to assess its effectiveness and make any necessary adjustments.

The goal of 360-degree feedback is not just to identify weaknesses but to promote continuous learning and improvement within the leadership team. Encourage a culture of openness, trust, and accountability to maximise the benefits of this process.

Who would benefit?

- ❖ **Leadership Team Members:** Individuals within a leadership team benefit by gaining a comprehensive understanding of their strengths and areas for improvement. This feedback fosters self-awareness, facilitates personal growth, and enables them to become more effective leaders.
- ❖ **Direct Reports:** Staff who report to members of the leadership team can benefit indirectly from the improved leadership capabilities resulting from the feedback process. Better leadership leads to better employee engagement, satisfaction, and performance.
- ❖ **Peers and Colleagues:** Leaders' peers and colleagues also benefit from a more effective leadership team. Collaboration and teamwork often improve when leaders are self-aware and actively working on their development areas identified through 360-feedback.

What are the outcomes?

- ❖ **Enhanced Self-Awareness:** Leaders gain deeper insights into their strengths, weaknesses, blind spots, and areas for improvement. This heightened self-awareness enables them to make more informed decisions, adapt their leadership style, and maximise their effectiveness.
- ❖ **Improved Leadership Skills:** Armed with feedback from multiple perspectives, leaders can focus on developing specific skills and behaviours that are critical for success in their roles. This may include communication, collaboration, conflict resolution, delegation, and strategic thinking, among others.

- ❖ **Increased Accountability:** The accountability inherent in the 360-feedback process motivates leaders to take ownership of their development and commit to meaningful change. Knowing that their performance is being evaluated by multiple stakeholders encourages leaders to strive for continuous improvement.
- ❖ **Strengthened Team Dynamics:** Through group discussions and collective action planning, leadership teams can foster greater cohesion, trust, and collaboration. By addressing common challenges and aligning on shared goals, team members can work more effectively together to drive organizational success.
- ❖ **Heightened Employee Engagement:** As leaders demonstrate a commitment to their own growth and development, they set a positive example for their teams. This can lead to higher levels of employee engagement, morale, and satisfaction, as employees feel supported and valued by their leaders.
- ❖ **Improved Performance:** Strong leadership is a key driver of School, Service and University performance, leading to improvements in productivity, innovation, satisfaction, employee retention, and outcomes.



Our Expectations

When you attend this session, *you can expect* ...

- ❖ a safe space for people to talk.
- ❖ to be treated with kindness and respect.
- ❖ to be encouraged and listened to.
- ❖ to be positively challenged when needed.
- ❖ to feel comfortable in a positive learning environment.
- ❖ the opportunity to provide feedback.

When you attend this session, ***we expect you to...***

- ❖ turn up on time to reduce disruptions to fellow participants and the facilitator(s).
- ❖ turn off your phone (or put it on silent), and applications such as emails.
- ❖ focus your attention on the session.
- ❖ listen to and respect your colleagues, not talk over them, and avoid side conversations.
- ❖ participate - you are your own best resource, and we want to hear your experiences and opinions.
- ❖ be patient - from time-to-time things won't go to plan. We'll do our best to find solutions.
- ❖ be aware of your own behaviour and the impact it may have on others.
- ❖ give feedback on the session.



Our Approach

- ❖ Practical: Our activities are not just theoretically relevant, but also practical, so staff can apply their learning back in the workplace.
- ❖ Inclusive: Our development activities are designed to cater for a range of learning preferences and approaches.
- ❖ Engaging: We adopt a participative and interactive approach to support learning.
- ❖ Reflective: We encourage self-reflection, enabling staff to understand themselves better.

