

LeAD360 Feedback Session: FACILITATION GUIDE

DESCRIPTION

This facilitation guide will help leaders follow-up with individuals who completed the LeAD360 assessment to gain deeper insight into the leadership feedback provided to them. This follow-up will be organized as a meeting facilitated by the leader, giving them an opportunity to ask specific questions about the nature of the feedback and how it can inform their continued leadership development.

Objectives:

- Gain fuller understanding of feedback ratings
- Explore and understand the meaning of discrepancies between ratings
- Learn examples of leadership behaviors that are effective and not effective to use for future development

INVITING ATTENDEES

The leader should invite attendees that were asked to provide feedback on the LeAD360 assessment. In addition, participants should be familiar with the leadership or job performance of the leader to provide meaningful responses. Ideal group size should be no more than 10-12 participants with an emphasis on inviting attendees with different perspectives on the leader's abilities (e.g., direct report vs. peer).

PREPARING FOR THE MEETING

- Review LeAD360 feedback report
 - Note the following areas:
 - Where feedback might be surprising or unclear
 - Patterns of agreement or disagreement across raters
 - Areas of strength or weakness
 - Create a list of open-ended questions based on your feedback report observations above (6-8 broad questions; see topics below)
 - Consider follow-up questions for each
- Formally invite participants through email/phone at least one week prior to meeting
 - Inform participants of the objectives of the meeting and that they are being asked to participate because of their knowledge of leader's performance
 - Ask them to think about their assessment of the leader's performance prior to attending
- Assign a non-participating assistant to take notes if possible

FACILITATION TIPS

- Greet attendees upon arrival and work to set a friendly/social tone by staying engaged
- Clarify the objective of the meeting at the beginning
 - Describe how this type of experience can benefit the team or organization
- Establish ground rules at the onset
 - One person talks at a time
 - All ideas and perspectives are valued
 - Feedback/responses should be framed constructively and focus on behaviors rather than personal attacks
 - Focus on understanding the idea/perspective vs. being critical
 - Responses in this session will only be used for the purpose of the leader's development (make sure to emphasize this point)
- Start by talking about strengths first to set a positive tone

- Focus on drawing out opinions of less talkative members to gain a broader set of perspectives
- Use open-ended questions to draw out more detailed responses
- Follow-up responses with probing questions to get the most relevant details for development
- Spend the majority of the time asking questions and listening
- Stay open to feedback and avoid defensively explaining your past behaviors

EXAMPLE QUESTION TOPICS

The following topics are intended to generate ideas for creating specific questions for the feedback meeting.

Topics:

- Gain clarity around a particular surprising piece of the feedback report
- Learn about the reasoning behind discrepancies amongst different groups of raters
- Listen to how others have addressed similar leadership development challenges
- Have others share examples of when they saw a particular strength on display
- Have others share examples of when they saw a particular weakness on display
- Discuss outcomes or personal reactions participants can recall based on examples of my strengths and weaknesses in action
- Elicit feedback on aspects of developmental plan and goals

FEEDBACK MEETING OUTLINE

Expected Time: 60 minutes

Introduction:

5 minutes

- Welcome the participants
- Review objectives & ground rules
 - Emphasize importance of reflection/debriefing for leader development process

Reflection on Feedback:

50 minutes

- Have entire group respond to facilitation questions prepared ahead of meeting
 - Ask for multiple responses to each question to get multiple perspectives
 - Follow-up with additional probing questions as needed

Closing:

5 Minutes

- Ask for any final questions/comments
- Explain how you will be using the feedback from today's session to inform your ongoing leadership development
 - Mention the need for you to check in with participants to see how well you are developing
- Thank group for their participation