

## SUBJECT

### **The Failure of 360 Feedback and the Cost to Your Leaders The Founder Talks About How to Make it Work for You**

When we first introduced the concept of 360 feedback in 1975 (then called Role Counseling), it was the first time leaders were asked to take a step back and look at the impact of their leadership on others. It was a command and control world with “do as I say” the prime leadership principle. So, for many employers, it was “Why bother?”

But, change was coming, and the idea of feedback and personal assessment became a fad and, then, a way of life in many organizations. The only trouble is that, like so many good ideas, it often became a diluted or misused management fixture - a predictable expense without critical oversight. For many, it turned into an organizational habit without relating \$ cost to value and without focusing on its greatest value, actually changing the ineffective behavior of leaders. By now the pitfalls are clear, as is how to make 360 feedback work for you—be less expensive and more valuable. For most, it is not working. This will help.

To be successful in the use of 360 feedback, there are certain fundamentals that need to be followed, strategies learned and commitments to the recipients. Most 360 packages are over-priced, under valued and, often result in deception and dysfunction in the user organization. This program will pay attention to how to bring value back into a process that should be a positive contributor to organizational health and an individual’s development.

#### **TIME TOPICS**

- 20% Understanding the history of such a venture is critical. There are reasons such a good idea has resulted in so many pitfalls. The first stop on the way to a more effective process is to take a hard look at its evolution. It is also essential to revisit the intent of 360’s vs. the current reality, and at intention vs. actual consequences.
- 50% Much of the day will be exploring the nature of a) how a 360 review is created – the content, and b) how the resulting information is utilized – transferred to the recipient. The most valuable data in the world will make little difference if it’s not used to help the individual become a more productive / effective employee.
- 30% Participants will leave with prototypes of other 360 models and with particular instruments that they will have experienced – much as their direct reports might. Personally, experiencing the benefits of some excellent 360 materials will be both enlightening and practically beneficial to those attending. The materials are theirs to use.

#### **WHO SHOULD ATTEND**

Anyone who has doubts about the true value of the 360 process should attend. Anyone who wants to learn how to help employees internalize / actually use 360 information, should attend. Anyone who wishes to take a hard look at their own 360 process or wishes to initiate one, while avoiding the many pitfalls, should attend.