Debriefing and Coaching
360-degree Feedback

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Agenda

Understanding the Maersk 360

Before the Feedback Meeting

During the Feedback Meeting

After the Feedback Meeting
About the Maersk 360

- 2 Assessments Available:
  - Leaders of Leaders
  - Leaders of Others
- Based on Maersk Behaviors
- Short- approximately 37 questions (about 15 minutes)
- Uses:
  - Training Programs
  - Individual Development
  - Succession
  - Others?

Maersk 360 Survey for Leaders of Leaders

This survey provides feedback on areas critical to this person’s success. The statements listed below describe the behaviors required for leadership excellence. It is important that you provide thoughtful and candid feedback. When you’re done, submit your responses by clicking “Submit” below. Thank you for your participation!

Deliver Top Quartile Results
1. Provides an appropriate level of support to the leaders on his/her team to deliver results.
2. Holds his/her leaders accountable for delivering results.
3. Ensures teams are aligned in achieving results.
4. Ensures cross-organizational collaboration.
5. Allocates the necessary resources to enable innovation and continuous improvement.
6. Engages customers/stakeholders in creating more value for their businesses.

Lead & Inspire
7. Optimizes his/her organization to be prepared for the future.
8. Develops his/her leaders’ business capabilities and skills to perform efficiently.
9. Develops his/her leaders’ overall leadership capabilities.

Constant Care
10. Is aware of and acts upon changes in the external environment that affect our business.
11. Demonstrates strong abilities in thinking ahead, planning, and executing on the plan.
12. Appropriately balances new opportunities with associated risks.
13. Acts with thoroughness, while maintaining a sense of urgency and timeliness.
14. Learns from both successes and mistakes.

Humbleness
15. Shows trust by empowering others with the resources, authority, and autonomy they need to succeed.
16. Listens to and understands our customers.
17. Demonstrates an attitude of openness and continuous learning.
18. Treats people with understanding and respect, regardless of their position or influence.
**Barriers to Leadership Intelligence**

- **Naïve Realism:** Each of us thinks we see the world directly, as it really is. We also think that what we see is what everyone else sees.

- **Self-serving bias:** Tendency to use or make dispositional attributions (put our own spin on) for success, and situational attributions (explain away or justify) for failures.

- **Ego Defenses:** We will approach this 360 as a way to maintain our self-concept and esteem.

- **Negativity Bias:** The tendency to focus all attention on negative feedback.
Before the Feedback Meeting
Set the Tone

Schedule meeting promptly

Provide report 24 hours before

Allow 1-1.5 hours

Clarify your role

Create a safe environment
Prepare

- Review the report
- Determine guiding questions
- Consider the person’s job role
- See how this leader compares with the norm
- Remove personal bias
SARA - Natural Response to Feedback

What people say when in SHOCK:
• “What?? I don’t understand this report.”
• “It’s just a survey.”
• “This report must not be right.”

What people say while in ANGER:
• “They’re just venting their frustrations!”
• “The survey doesn’t really fit my current situation.”
• “Who said this?”

What people say in RESISTANCE:
• “Nobody is perfect—we all have faults.”
• “That’s just the way I am... take it or leave it.”
• “I get it, but I don’t like it.”

What people say in ACCEPTANCE:
• “How can I best use this feedback?”
• “What can I do to improve?”
• “Who can help me make this change?”
During the Feedback Meeting
360 Report Sections

**Demographic Summary**
Shows the number of respondents in each rater group.

**Dimensions Summary**
Shows summary scores for each of the selected competencies.

**Focus Areas**
5 highest and lowest average scores.

**Main Report**
Shows the average scores by rater group for each competency area and behavior.

**Written Comments**
Shows the exact comments made by your raters about your strengths and areas for improvement.
Debriefing the Report

1. Review the Demographic Summary
2. Review the Dimensions Summary
3. Review Focus Areas (Highest and Lowest Scores)
4. Gaps
5. Strengths
6. Derailers
7. Review the Written Comments
1. Demographic Summary

The Demographic Summary shows how many people were invited to participate and how many completed the survey.

Questions to ask:

What does the participation rate suggest about the feedback system within your group/organization?

Which of these individuals do you work with most regularly?

Is there a rater group for whose feedback you are most interested?

Which group’s perception has the most impact on your success?

Will the data be a valid measurement of your performance?

*Average Participation Rate for most 360s: 78%
2. Dimensions Summary

What comes to mind when you see these results?

According to the overall results, what are some of your strengths? Your opportunities?

Is there anything surprising on this page?

Do these scores:
Match the expectations of him/herself?

Match the organization’s expectations?

Fit with the norm of other leaders?

Match the expectations of his/her actual performance?
### 3. Focus Areas

The highest and lowest scores are calculated using the average of all the raters’ responses (including self)

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Leadership Intelligence Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Regularly discusses direct reports with own direct leader to identify opportunities for strengthening the team.</td>
<td>Your Highest Scores</td>
</tr>
<tr>
<td><strong>Score</strong></td>
<td><strong>Gap</strong></td>
</tr>
<tr>
<td>6.3</td>
<td>+1.8</td>
</tr>
</tbody>
</table>

- **Questions to ask:**
  1. Are there any common themes in the high/low scores?
  2. Anything surprising?
  3. Do your *self* scores align with these averages?

* Rounding may occur

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Main Report Section

The Main Report Section lists the Dimension (Functional Strategy) averages, as well as each individual question under that dimension.
Understanding how survey items are reported

3. Delivers profitable results to our businesses.

Survey categories and questions describe leadership competencies appropriate to the role.

The numbers indicate the average number of people responding in each rater group.

The bars show the average scores for each rater group.

The vertical red line indicates the “Norm” (average score for all participants).

A green line can be used to indicate the average for a BU or previous 360.

Self
- Very Poor: 1
- Poor: 6.0
- Fair: 4.0
- Average: 5.1
- Good: 3.9
- Excellent: 3.9
- Outstanding: 3.9

Manager
- Very Poor: 1
- Poor: 1
- Fair: 4.0
- Average: 4.0
- Good: 4.0
- Excellent: 4.0
- Outstanding: 4.0

Peer
- Very Poor: 3
- Poor: 3
- Fair: 5.1
- Average: 5.1
- Good: 5.1
- Excellent: 5.1
- Outstanding: 5.1

Direct Report
- Very Poor: 4
- Poor: 4
- Fair: 4.8
- Average: 4.8
- Good: 4.8
- Excellent: 4.8
- Outstanding: 4.8

Other
- Very Poor: 7
- Poor: 7
- Fair: 3.9
- Average: 3.9
- Good: 3.9
- Excellent: 3.9
- Outstanding: 3.9
Understanding the Main report: Gaps, Strengths, and Areas for Development

**Gaps:** Differences in Perception

**Strengths:** Reaching your destination

**Areas for Development:** Getting off track
4. Interpreting Gaps

When is a gap significant?

- When it is consistent across many questions
- When it is at least 2 points or larger
- When it is critical to your success
Leadership Intelligence Gap Analysis

Participants' Self scores are compared to All Other raters' scores and are rank ordered by All Others. Gaps between self and all other raters are identified by the gray line. The red line is the group average score.

This group's overall self score is compared to all other rater groups. The red line is the group average score. The green vertical lines show the DecisionWise benchmark for each rater group.
Types of Gaps

A consistent pattern of gaps in your report might mean one of the following:

**Overly Confident**

<table>
<thead>
<tr>
<th></th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Average</th>
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<tr>
<td>Self</td>
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<td>6.1</td>
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<td>Manager</td>
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<td>Direct Reports</td>
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<td>Others</td>
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**Managing the Boss**

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<th>Very Poor</th>
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**Overly Critical**

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<tr>
<td>Self</td>
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<td>6.5</td>
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<td>Manager</td>
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<td>Peer</td>
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<td>Direct Reports</td>
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<td>Others</td>
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**Low Direct Reports**

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<td>Peer</td>
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<td>Others</td>
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## Analysis of Gaps

<table>
<thead>
<tr>
<th>Self vs. all other rater groups</th>
<th>Description</th>
<th>This person may:</th>
</tr>
</thead>
</table>
| >-2.0                           | **Overly Critical** | • Take few risks  
• Avoid interaction with others  
• Need more direct management  
• Avoid responsibility  
• Require more recognition and praise |
| -0.9 to -1.9                    | **Moderately Critical** | • Have higher personal standards  
• May not express strengths  
• Minimize recognition |
| +0.8 to -0.8                    | **Perception Congruence** | • Find that 360 results are not surprising  
• Have received similar feedback in the past  
• Be open to feedback without becoming defensive  
• Be able to give feedback that facilitates improvement  
• Work in an environment where information is freely shared |
| +0.9 to +1.9                    | **Inflated self perception** | • See some strengths not perceived by others  
• May have one group that gives higher scores  
• May see confidence as most desirable attribute |
| > +2.0                          | **Overly Confident** | • Not be receptive to feedback  
• May be defensive towards feedback  
• Not acknowledge any areas for growth  
• Not open to criticism |
Gaps: Questions to Ask

3. Delivers profitable results to our business.

<table>
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<td>Manager</td>
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<td>Direct Report</td>
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<tr>
<td>Other</td>
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<td>3.7</td>
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</tbody>
</table>

1. How did you rate yourself relative to the way others rated you?
2. What were your largest gaps?
3. Do you see any patterns or themes?
4. Do people see you in a different light depending on your working relationship with them?
5. Why would a particular rater group rate you this way, versus the way another group rated you?
6. How do you feel about this gap?
7. Have you had any conversations with the people in this group (or with this individual) regarding this?
It is our **Strengths** that got us to where we are .... *NOT lack of weaknesses*.

We *all* have unique strengths.

Strengths may come *naturally* to us, often from an early age.

Others tend to overlook our weaknesses if they respect our strengths.

In the absence of contradictory data, people tend to draw their own conclusions; either positively or negatively
How to Find Strengths

Dimensions Summary: Look at which dimensions have the highest average scores. Do you share that opinion? Do others?

Focus Areas: Review 5 highest scores in this section.

Main Report: Identify the highest scores from each rater group.

Open-ended Questions: Find specific comments and themes that reflect your strengths.

Continue Feedback Process: Ask raters for additional feedback
6. What is an Area for Development?

Areas for development are behaviors that get in the way of our progress. It is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master. An area for development is a weakness that requires improvement if we are to realize our potential.

It has the potential to limit our progress at work as well as other areas of life.

Sometimes, it can be linked to a talent taken to an extreme.

Multiple strengths cannot compensate for an area for development. It must be fixed.

Others tend to focus on, and emphasize our weaknesses if they undermine the end result.
Areas for Development: Questions to Ask

1. Based on your 360 report what are the main messages (overall, by specific rater groups)?
2. What feedback is most critical to your success as a leader?
3. What do your key co-workers see as opportunities?
4. Based on the feedback, if you made one or two changes that would have the greatest impact, what would they be?
5. What do you need to stop/start doing in order to be successful?
6. Are there any immediate “quick wins” that would have significant impact?
7. In which areas of development do you have the greatest chance for success?
7. Written Comments

Written comments...

Are often even more valuable than the qualitative part you have seen so far

Are reported verbatim (they have not been changed)

Provide greater insight into the reason you received these scores

Give the rater an opportunity to express what he/she could not in the previous sections
Interpreting Comments

**Do:**
Focus on the **message**.

Accept the feedback “as is.”
Learn what you can.

Focus on understanding your strengths and what stands in the way of your progress.

Remember, it’s about others’ perceptions of you— their “reality.”

**Don’t:**
Try to guess “who said what.”

Question or “explain away” the feedback.

Focus your entire attention on the negative information.

Discard the feedback as inaccurate or invalid.
ACTION PLANNING
The Importance of Coaching and Action Plans

Overall, I feel that the 360 feedback process is effective.

- 1. The 360° feedback survey content is relevant: 92%
- 2. The 360° feedback online survey process is easy to use: 95%
- 3. The 360° feedback report is easy to understand: 95%
- 4. I received sufficient coaching regarding my 360° Feedback Survey results: 63% (19% 18%)
- 5. Coaching resources are available to me regarding my development: 67% (21% 2%)
- 6. After receiving my 360° Feedback Survey Report, I set specific development goals: 63% (21% 15%)
- 7. My manager follows up with me on a regular basis regarding my development goals: 37% (27% 36%)

92% of those who answered positively to “I received sufficient coaching” answered positively to “Overall, I feel the 360 process is effective.”

87% of those that set goals felt the 360 process was effective.

94% of those that received coaching and set goals felt the 360 process was effective.

Conversely, only 34% of those who did not receive sufficient coaching felt the 360 process was effective.

Less than 40% of those that did not receive coaching set goals.
# Action Planning

**Effective Action Plans:**

1. **Specific**
2. **Measurable**
3. **Attainable**
4. **Relevant**
5. **Time sensitive**

Action planning is a collaborative process between participants and raters.

Effective action planning is a process, not an event.

Effective action plans stem from gathering additional data after the 360 survey.
(Sample) Leadership Behavior: Development of Others

<table>
<thead>
<tr>
<th>What</th>
<th>I will focus on supporting my direct reports in their efforts to become better leaders.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why</td>
<td>My direct reports indicated on my 360 that that I tend to discourage them from taking time to attend training or take on stretch assignments. They also need to be ready to take on more responsibility.</td>
</tr>
<tr>
<td>How</td>
<td>I will talk with each person about their personal development and career goals. I will help each one create an action plan for their own development based on their 360 feedback.</td>
</tr>
<tr>
<td>When</td>
<td>I will meet with each person initially to talk about development goals. We will then meet monthly to review progress.</td>
</tr>
</tbody>
</table>
# Action Planning

<table>
<thead>
<tr>
<th>What’s next? (Actions)</th>
<th>7 Days</th>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
<th>100 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review overall development needs for the team (skills, leadership, etc.)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial meeting with each team member to discuss personal and career goals.</td>
<td>X</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly follow-up meetings with each team member on their progress.</td>
<td>X</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participate in a team development training workshop this year.</td>
<td>X</td>
<td>→</td>
<td>→</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Conduct a follow up 360 survey with myself and each team member to measure improvements</td>
<td>X</td>
<td>→</td>
<td>→</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Regularly recognize team members for their development efforts</td>
<td>X</td>
<td>→</td>
<td>→</td>
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</table>
After the Feedback Meeting

1. Seek Clarification
2. Finalize Development Plan
3. Follow Up
360 Surveys are *the beginning* of feedback, rather than the end.

Many times, a 360 report raises more questions than it provides answers. You may need more information. The report not only provides feedback, it also gives “permission” to discuss issues that were not previously out in the open.

1. Thank raters for the feedback
2. Identify what is going well
3. Identify what needs work
4. Ask for Help
Follow-up Meetings

Meet 2-3 weeks later to finalize development plan

Finalize plan with Manager

Follow-up every 30-60 days on progress

Repeat 360 to measure progress
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