

WELCOME TO THE FULL CIRCLE FEEDBACK

BRIEFING FOR DHS SENIOR MANAGERS



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OVERVIEW OF THIS BRIEFING

- » Introduce Full Circle Feedback;
- » Discuss the principles and benefits of 360 degree feedback;
- » Why participate in 360 degree feedback at DHS;
- » Outline the Aims and Policies of 360 degree feedback for the project;
- » Understand the steps in the Full Circle Feedback process and how you will be involved;
- » Be ready to take the “Next Steps”.

GIVING AND RECEIVING FEEDBACK

- » People typically suffer from a lack of performance feedback throughout their working lives;
- » Feedback can be very motivating, focusing and inclusive;
- » Self-reflection is a rare activity in the busy workplace;
- » Feedback is the cheapest, most powerful development tool at our disposal;
- » Feedback heightens our self awareness and
- » Feedback helps to reduce 'our blind spots'.

FEEDBACK FOR LEADERS

- » The ability to give and receive feedback is essential for any leader;
- » Good leaders have good antennae; and
- » The most effective leaders understand the value of feedback and the impact that their own behaviour has on others.

PERCEPTIONS!



FEEDBACK

FROM MULTIPLE SOURCES

- » **Who observes us most closely?**
- » **Who do we have the most impact on?**
- » **Question:**
“Do I suffer from the Iceberg of Ignorance?”

360 DEGREE FEEDBACK PURPOSE

- » Provides a mirror to see how others see us - knowledge leads to improvement;
- » Provides insights on strengths and development opportunities;
- » Assists in creating a feedback culture – individual and collective learning;
- » Emphasis is on development and not appraisal – feedback assists improvement;
- » Feedback is used in individual development plans;

BENEFITS OF FEEDBACK

- » Enhanced self awareness;
- » Build confidence in abilities by highlighting strengths;
- » Provide insight into opportunities for improvement;
- » Develop and foster a culture that promotes honest and open feedback;
- » Provide meaningful feedback against key areas of leadership required in DHS;
- » Ensures development is informed and is based on current information.

360 DEGREE FEEDBACK REPORT

- » Collection of subjective perceptions – it is not a personality test;
- » Perceptions of behaviour are interesting and useful, but may not be consistent;
- » Confirms strengths and identifies areas for improvement;
- » Insights followed up by action; and
- » Best used to measure *How*, not *What*. The focus is on the process – not the content.

QUESTION

You see yourself a certain way.

The question is: “How do others see you?”

and

“How do you impact upon their performance?”

EXPECTATIONS AT DHS

WHO WILL PARTICIPATE?

- » The DHS Secretary has a strong expectation that all people managers at the VPS-6 and equivalent level with three or more direct reports will participate.

CONFIDENTIALITY

- » The feedback report is only seen by you;
- » You only need to discuss key themes with your manager, not the report detail;
- » The report is not placed in personal files.

STEPS IN THE PROCESS

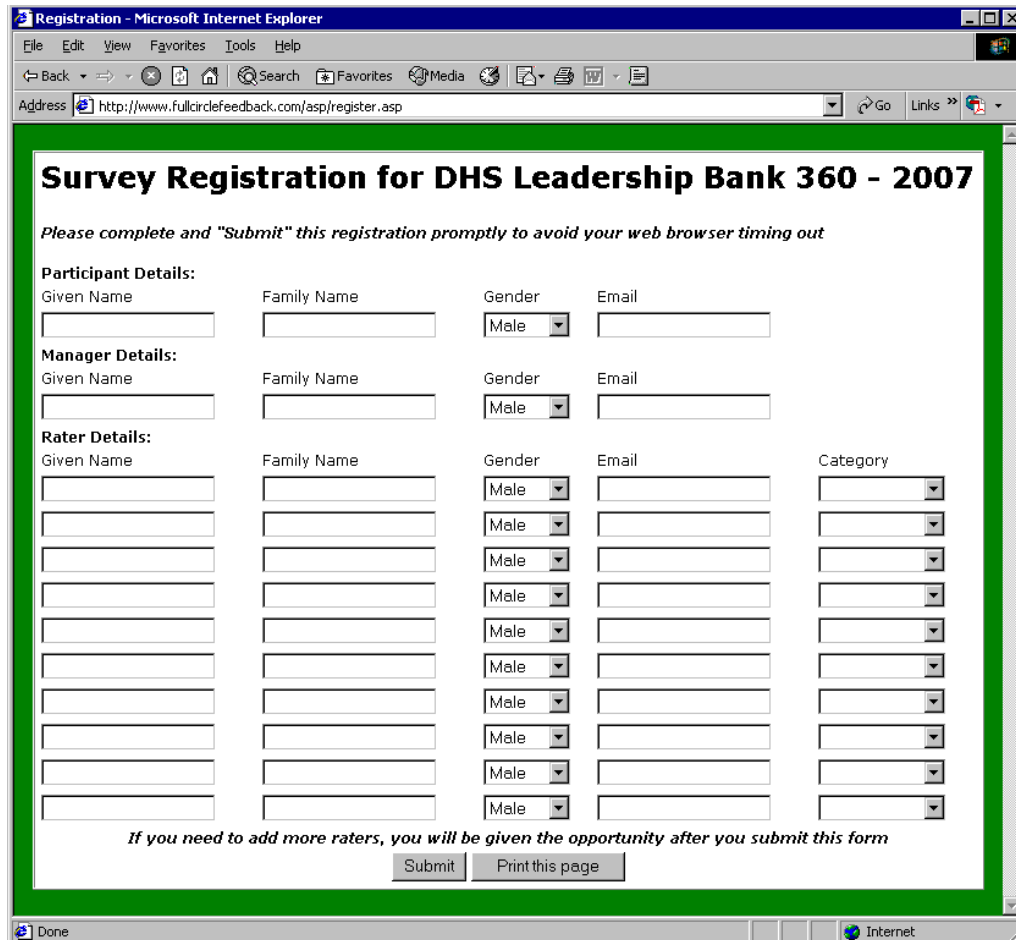
- » Attend the participant briefing session;
- » Nominate your raters;
- » Book your coaching sessions;
- » Surveys are completed by you (self assessment) and your raters;
- » Feedback reports are prepared and confidentially distributed;
- » First one-on-one coaching session;
- » Reflection and development planning;
- » Further one-on-one coaching session to finalise needs and actions.
- » Meeting with your manager to have the development actions endorsed.

SURVEY TOOL

- » Survey tool is based on the DHS Executive Leadership Capabilities;
- » Focus is on people management aspects;
- » Contains approximately 50 questions;
- » Consistent with tool used in EO process;

THE FULL CIRCLE FEEDBACK PROCESS

PARTICIPANTS ARE ASKED TO NOMINATE THEIR RATERS ON THE WEB



The image shows a screenshot of a Microsoft Internet Explorer browser window displaying a registration form. The browser's address bar shows the URL: <http://www.fullcirclefeedback.com/asp/register.asp>. The page title is "Registration - Microsoft Internet Explorer".

The main heading of the form is "Survey Registration for DHS Leadership Bank 360 - 2007". Below the heading, there is a instruction: "Please complete and 'Submit' this registration promptly to avoid your web browser timing out".

The form is divided into three sections:

- Participant Details:** Includes fields for Given Name, Family Name, Gender (a dropdown menu currently set to "Male"), and Email.
- Manager Details:** Includes fields for Given Name, Family Name, Gender (a dropdown menu currently set to "Male"), and Email.
- Rater Details:** Includes a table with five columns: Given Name, Family Name, Gender (dropdown menu set to "Male"), Email, and Category (dropdown menu). There are ten rows of input fields for this section.

At the bottom of the form, there is a note: "If you need to add more raters, you will be given the opportunity after you submit this form". Below this note are two buttons: "Submit" and "Print this page".

THE FULL CIRCLE FEEDBACK PROCESS

SELECT RATERS WHOSE FEEDBACK YOU VALUE

Nominate:

- » Yourself
- » Your manager
- » 3 – 10 raters in each sub group (Direct Reports, Peers, Stakeholders, Others). You may use any or all of the sub groups. You must have a minimum of 3 people in each sub group

Selection of raters should be based upon choosing people who:

- » Interact with you frequently
- » Are in a position to give you relevant and meaningful feedback
- » Provide a balance of people whom you think will give candid, constructive feedback
- » Include enough people

THE FULL CIRCLE FEEDBACK PROCESS

INVITING PARTICIPATION

- » Ask your raters for permission (email provided) to be included in your Feedback Team;
- » Explain the aims of the process;
- » Reinforce that you value their feedback;
- » Reinforce survey responses will remain confidential and anonymous; and
- » Encourage them to be honest.

THE FULL CIRCLE FEEDBACK PROCESS

PARTICIPANTS AND RATERS COMPLETE THE SURVEY

Outstanding raters will be followed up politely to complete the survey.

User: Another Rater

SURVEYS FOR YOU TO COMPLETE

You have been invited to provide feedback on the following. Please click on the button to provide feedback. Completed surveys will show a tick.

SURVEY COMPLETION INSTRUCTIONS

SURVEYS TO BE COMPLETED ON YOU

The following individuals have been invited to provide feedback on you. Completed surveys will show a tick.

There are no surveys to be completed on you


PREPARE FOR FEEDBACK

Tools and processes to assist participants and facilitators prepare for the feedback process.

A learning and interpretation guide to be used in conjunction with the feedback report.

VIEW YOUR FEEDBACK REPORT (for participants only)

No reports are currently available



For response type (c) - Make comments, please be both concise and constructive.

Follows through on commitments

Performance - Your rating	Importance - Your view
<input type="radio"/> 0 - Not Assessed	<input type="radio"/> 0 - Not Assessed
<input type="radio"/> 1 - Rarely	<input type="radio"/> 1 - Rarely Important
<input type="radio"/> 2 - Sometimes	<input type="radio"/> 2 - Sometimes Important
<input type="radio"/> 3 - Generally	<input type="radio"/> 3 - Generally Important
<input type="radio"/> 4 - Almost Always	<input type="radio"/> 4 - Almost Always Important
<input type="radio"/> 5 - Always	<input type="radio"/> 5 - Always Important

Communicates a compelling vision of the future

Performance - Your rating	Importance - Your view
<input type="radio"/> 0 - Not Assessed	<input type="radio"/> 0 - Not Assessed
<input type="radio"/> 1 - Rarely	<input type="radio"/> 1 - Rarely Important
<input type="radio"/> 2 - Sometimes	<input type="radio"/> 2 - Sometimes Important
<input type="radio"/> 3 - Generally	<input type="radio"/> 3 - Generally Important
<input type="radio"/> 4 - Almost Always	<input type="radio"/> 4 - Almost Always Important
<input type="radio"/> 5 - Always	<input type="radio"/> 5 - Always Important

Inspires commitment from others

Performance - Your rating	Importance - Your view
<input type="radio"/> 0 - Not Assessed	<input type="radio"/> 0 - Not Assessed
<input type="radio"/> 1 - Rarely	<input type="radio"/> 1 - Rarely Important
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<input type="radio"/> 4 - Almost Always	<input type="radio"/> 4 - Almost Always Important
<input type="radio"/> 5 - Always	<input type="radio"/> 5 - Always Important

THE FULL CIRCLE FEEDBACK PROCESS

COMPLETING THE SURVEY

- » Survey completion is confidential, simple and should take about 15 – 20 minutes;
- » Surveys may be saved in case you are interrupted;
- » Surveys are saved page-by-page on the Full Circle Feedback database as they are completed; and
- » Survey responses may be reviewed and amended up until the time that the “Submit” button is clicked. This gives you the option to complete the survey in more than one sitting without losing what you have entered and saved.

THE FULL CIRCLE FEEDBACK PROCESS

...COMPLETING THE SURVEY (CONTINUED)

- » You may print a record of the survey;
- » Use the *Not Assessed* rating if you do not have enough information;
- » Survey items are randomised; and
- » If you have several surveys to complete, you may wish to space them out – one a day works well.

THE FULL CIRCLE FEEDBACK PROCESS

TWO SCALES ARE USED

Frequency Scale

- » Used to measure how much you observe a particular behaviour in yourself or the person you are rating ;
- » Example: Supports people, especially when things don't go to plan;
- » If you felt that the person you are rating (e.g. yourself) consistently supports people when things don't go to plan, then select “5- Always” in the rating scale. You are giving feedback about the consistency of behaviour.

THE FULL CIRCLE FEEDBACK PROCESS

TWO SCALES ARE USED

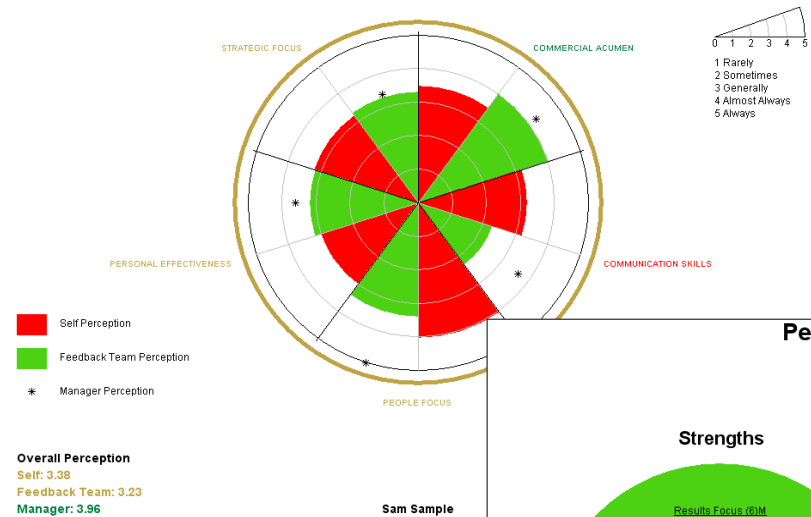
Importance Scale

- » Used to measure how important you consider a behaviour is for yourself or the person you are rating, in the context of the current role. Consider which behaviours are more important relative to each other, and by their impact if poorly demonstrated;
- » Example: Builds effective external networks;
- » If you feel that building effective external networks is not important because the person you are rating has an internally focused role, you may rate the importance as “2- Sometimes Important”;
- » Consider the person in the role.

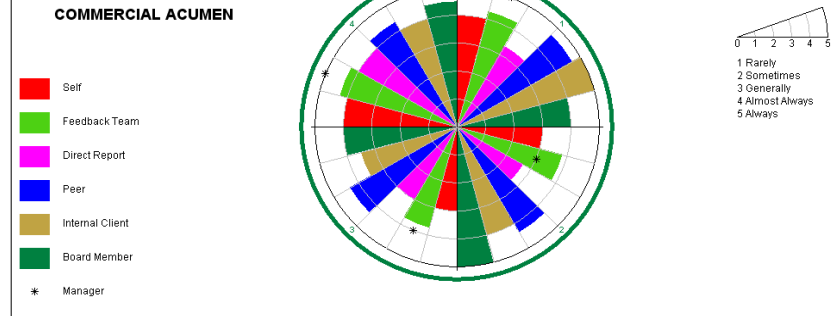
THE FULL CIRCLE FEEDBACK PROCESS

Participants receive comprehensive feedback reports (quantitative and qualitative) designed to accommodate different learning styles.

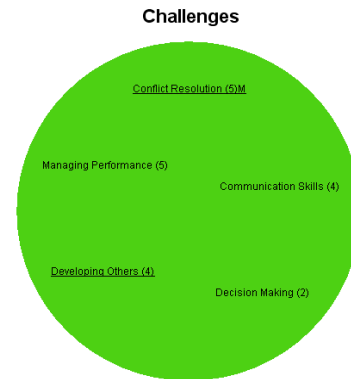
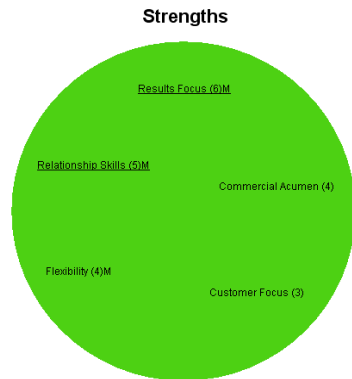
Current Performance Perceptions



Current Performance Perspectives Report



Performance Snapshot



(x) - denotes the number of people who selected this item.
 - denotes item was selected by participant.
 M - manager selected this item.

Sam Sample

	Self	Feedback Team	Direct Report	Peer	Internal Client	Board Member	Mgr
Self	4.00	4.27	3.33	4.88	5.00	4.00	5.00
Feedback Team	3.00	3.51	2.66	4.33	4.00	5.00	3.00
Direct Report	3.00	3.72	3.00	4.33	3.50	4.00	4.00
Peer	4.00	4.27	4.00	4.33	4.00	4.60	5.00
Internal Client	3.50	4.02	3.25	4.42	4.13	4.38	4.25

Sam Sample

FIRST FEEDBACK SESSION

- » Aim is to develop key insights through consideration of the feedback;
- » The Feedback Report is provided at the first session;
- » Bring PPD -Part B – Performance Standard 3: Learning and Development
- » The coach will spend 90 minutes with you;
- » The coach will assist to recognise the results in the context of your role;
- » Development resources will be provided by the coach.

BETWEEN FEEDBACK SESSIONS

- » Complete Insights/Actions document (link from Full Circle)
- » Investigate possible development actions based on the needs identified.
- » Meet with manager to commence development discussion

SECOND FEEDBACK SESSION

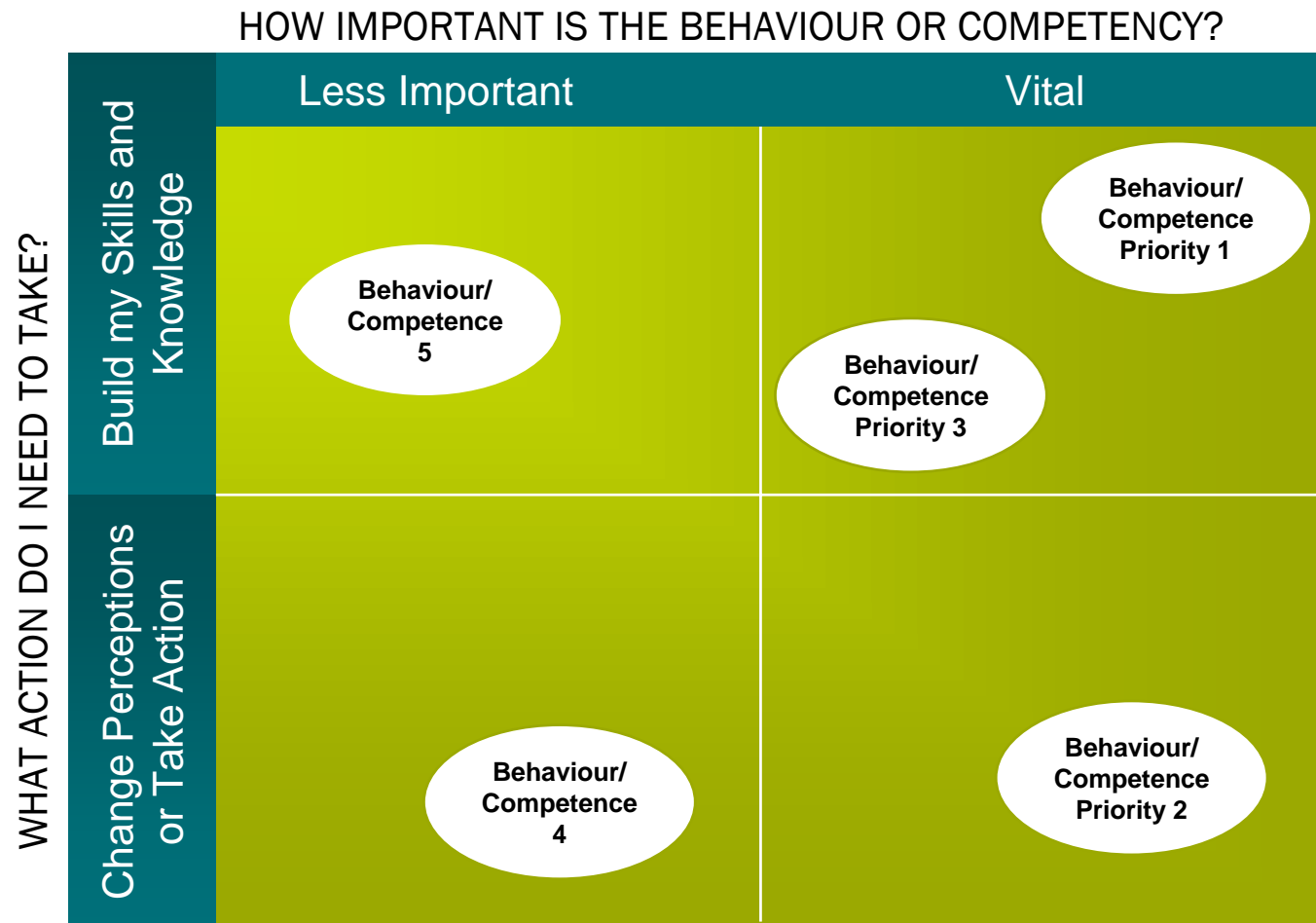
- » Bring your Insights and Actions document and PPD;
- » The coach will spend 90 minutes with you;
- » Aim is to determine and document the development actions and to set priorities.

AFTER THE COACHING SESSIONS

- » Meet with your manager to discuss the key themes emerging from the feedback;
- » Discuss the potential development actions with your manager.
- » Outcomes are to inform your PPD – 2 or 3 learning and development objectives.
- » Provide summary feedback to your raters

THE FULL CIRCLE FEEDBACK PROCESS

When interpreting their feedback, participants should – (1) develop key insights (2) identify development actions (3) decide priorities.



FEEDBACK FROM PARTICIPANTS

What Would You Do Differently Next Time?

- » “I would include more direct reports in the feedback”
- » “Be better prepared”
- » “I would like to broaden my peer group raters and add some stakeholders.”
- » “Invest a lot more effort in recruiting raters. Talk a lot more with my direct reports and supervisor about the outcome. Follow up much more quickly in planning my response/development planning as a result of the 360 degree feedback process”
- » “Be more selective about selection of raters who know my work”
- » “...engage more actively in the process from the beginning. With a busy workplace, I partially engaged and it wasn't until I responded to the questions that I realised the usefulness and usability of the information”

NEXT STEPS

**If you need help, please
telephone 1300 553 351 or email
project@fullcirclefeedback.com**

NEXT STEPS

From Today	Ask people to be part of your feedback team
Plus 1 day	Email from Full Circle Feedback providing instructions to register your feedback team (raters)
Plus 1 week	Everyone you nominate including yourself will be asked to complete a survey
Plus 5 weeks	Feedback Session 1 Begins Feedback Report will be delivered at First Session
Plus 7 weeks	Feedback Session 2 Begins

FINALLY...

Enter into the spirit of the project.

“It’s about development, and it’s for me.”

Thank you.