



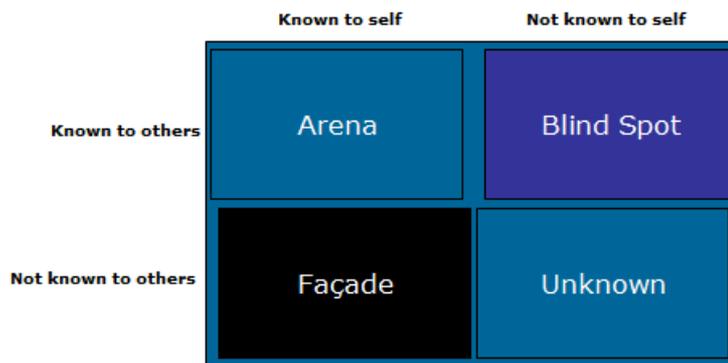
*Overview of 360 In Vivo:
Pathway to the Executive Walk*

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Traditional 360 Feedback Process

Traditional 360° feedback processes utilize a 360 survey where a leader completes their own 360 and requests a group of raters to rate them. The raters are individuals whom they regularly interact with: *manager, direct report, peers, and customers*. The leader's score is compared to the raters' scores.

The 360 process is designed to uncover blind spots. The visual below of *Johari's Window* shows how 360s can help leaders discover and learn about what they may not be aware of.



The traditional 360 uncovers the leader's blind spots. It is up to the leader to decide how they will use the feedback.

Overview of Traditional 360s process

- Traditional 360s feedback processes are used:
 - To support *performance management systems* such as compensation, succession planning, promotion, professional development, etc.
 - To facilitate *executive coaching* to assist leaders to discover blind spots that can be addressed in the one-on-one coaching process.
- 360s surveys are normally aligned to a set of leadership core competencies:
 - Some organizations develop their own 360 survey.
 - Some organizations use off-the-shelf tools (e.g., Hogan 360s).
- Leaders are often consulted about who they would like to rate them.
- Leader's management checks the list and may add or delete names.
- There are typically 8-12 raters. Each organization will define their sample size requirements. The goal is to get meaningful feedback, reduce bias, and collect accurate data.
- Leaders must complete the survey and rate themselves.
- Raters complete the survey and rate the leader, typically through a confidential online survey. All raters' data is aggregated into one score for each item being rated.
- Results are compared to their manager and/or coach, depending on the 360's purpose.
- An action plan is developed. Ultimately it is up to the leader to take action and follow through.

Traditional 360s Benefits

Employers

- Promotes standards and expectations for leaders
- Provides management insight on leaders' competencies gaps
- Promotes a learning culture
- Provides leaders both qualitative and quantitative feedback
- Provides a benchmark to compare leaders' performance YOY
- Provides leaders insight on strengths and blind spots
- Supports capacity building and succession planning
- Supports performance management strategy

Leaders

- Objective and confidential process to receive feedback
- Assists leaders to uncover their blind spots and hidden strengths
- Promotes professional development
- Facilitates developmental conversations between leader and manager
- Promotes self-awareness
- Provides feedback that can validate and recognize leader's contribution
- Promotes professional accountability and leadership expectations

Introduction to 360 In Vivo

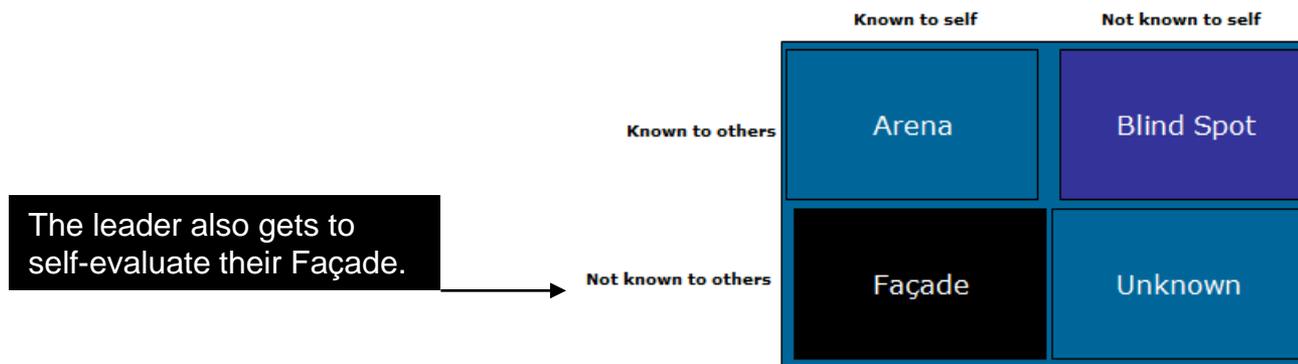
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The next slides introduce 360 In Vivo.

- 360 In Vivo benefits are similar to traditional 360s.
- One additional benefit of 360 In Vivo is its ability to assist leaders to self-evaluate their self-confidence. This is referred to as the Executive Walk that will be explained in more detail later.
- 360 In Vivo process is a self-determination model. It is initiated by leaders who want to challenge themselves without a formal process.
- 360 In Vivo process is on-demand with little to no preparation. This model is quick, requires less effort for raters, and provides insights similar to traditional 360s.
- 360 In Vivo provides leaders with a situational learning experience that results in external and internal feedback that can help prepare them for senior roles.
- 360s In Vivo are not meant to replace traditional 360s nor to be used for performance management reviews.
- 360 In Vivo is not as focused on scientific rigour as some traditional 360 processes; nonetheless, 360 In Vivo can provide valuable information and insight for leaders.

360 In Vivo Uncovers Blind Spots & Façade

Similar to traditional 360s, 360 In Vivo provides leaders an opportunity to obtain feedback from a group of people to help them uncover blind spots.

However, different than traditional 360s, the 360 In Vivo assists leaders to challenge how they manage themselves from within. Only the leader knows how they think and feel about themselves. The more confident a leader is within their own skin, the higher the probability they will be successful. Executive leadership requires the ability to be steady and confident internally. Using another pane in the Johari Window, 360 In Vivo assists leaders to explore and self-evaluate their façade.



How 360 In Vivo Works

- 360 In Vivo works as follows:
 - The leader completes their 360 In Vivo survey. The 360 In Vivo online is housed on the *Globe and Mail* ROB Leadership Lab webpage.
 - Once the leader completes their survey they get their leadership core competency results profile that they can save or print.
 - It is suggested that the leader pick 4-6 people to engage in an In Vivo feedback conversation. It is recommended that the leader pick professionals they respect and challenge them: direct managers, senior manager, peers, reports, and, in some cases, a customer may make sense.
 - The leader requests a 45-minute meeting. The meeting request is to assist the person to complete a professional development exercise.
 - The leader meets with each of the individuals for an In Vivo feedback conversation.
 - After the meeting, the leader completes their action plan (see slide 12).

The 360 In Vivo Survey

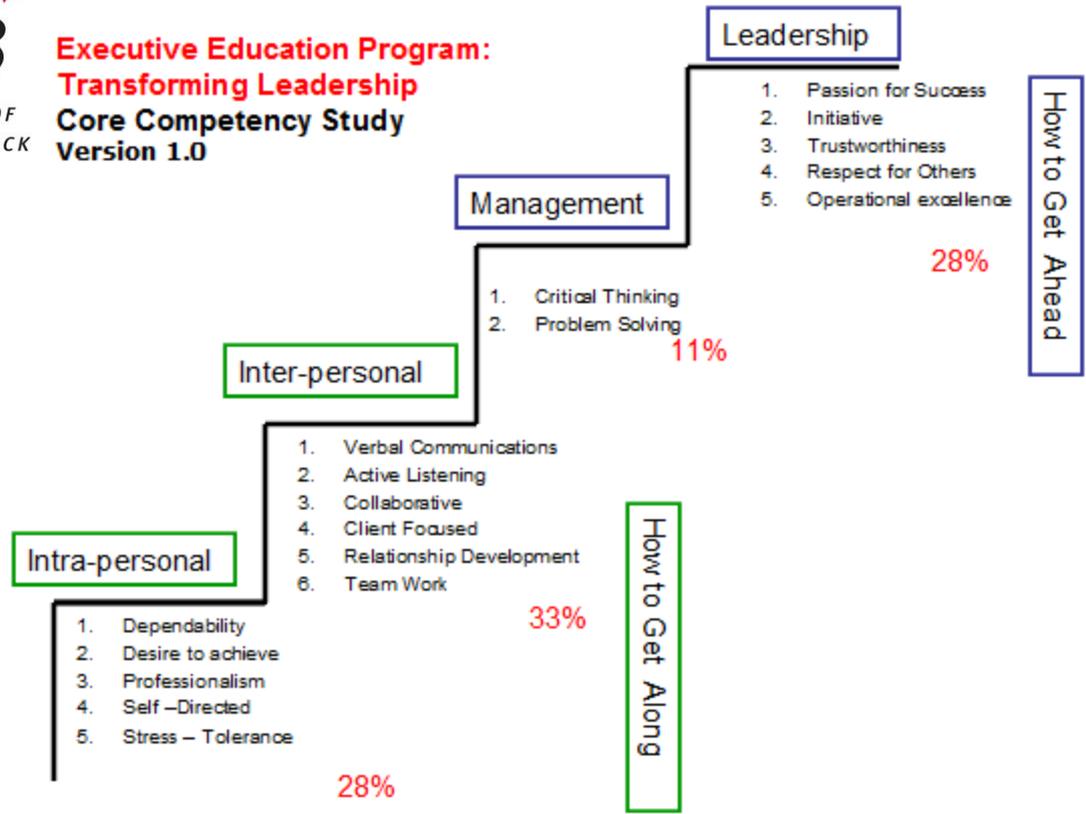


**Executive Education Program:
Transforming Leadership
Core Competency Study
Version 1.0**

360 In Vivo leadership core competencies come from a study conducted through UNB College of Extended Learning (CEL) with the assistance of Dr. William Howatt.

The online survey will provide a user-friendly definition for each core competency.

These same core competencies are being used for the Executive Leadership program; see <http://www.unb.ca/cel/exed/executive-education-program/index.html>.



360s In Vivo Meeting Structure

..... 360 In Vivo Feedback Conversation Structure:

- At the beginning of the conversation, each rater is informed that the goal is simply to get feedback on a self-evaluation that the leader has conducted and that it will take about 45 minutes.
- The leader states they are looking for honest feedback on their current leadership effectiveness. Raters also are told that this is a self-driven process and is not tied to any formal review or evaluation. The leader explains that the output of this informal process is to help them make a plan to close any gaps.
- The leader quickly shows the rater their leadership core competency results profile that opens up the 360 In Vivo conversation where the leader can get feedback from the rater on what they agree with and see differently.
- The goal is to create an executive-level conversation where the leader can demonstrate humility and openness to feedback. Successful senior leaders can receive feedback without being defensive, remain calm, and appear to be in control of their emotions.
- The leader's job is to listen and ask questions only to understand the rater's point of view. Feedback is received through an authentic exchange of information.
- At the end of each meeting the leader will note what core competencies and recommendations or hidden strengths were pointed out by the rater.

360s In Vivo Executive Walk Concept

To become an effective senior leader one will need to be able to deal with adversity, be confident within one's skin, and be comfortable living under a microscope.

The executive walk is a situational learning opportunity for leaders to challenge themselves where the stakes are low; all that is at risk is the leader's ego. But the upside and learning can be profound. Thinking about being confident and being confident in the moment are two different realities. The executive walk is a test of the leader's level of comfort with themselves.

Leaders who grasp the concept that leadership excellence comes from practice will see the benefits of 360 In Vivo situational practice. For some leaders, the thought of trying to do a 360 In Vivo with their manager may appear to be impossible, risky, or overwhelming. However, leaders that want an opportunity to move to senior management will benefit from developing their confidence. What separates many leaders from promotion is their self-confidence and willingness to take risks.

Being nervous to ask a peer or manager for real time feedback may be a symptom that there is work to do to build more confidence and the professional relationship. This in itself provides valuable information. Leaders who are not confident in receiving feedback may have a confidence gap that can hold them back.

The Executive Walk provides the leader an opportunity to test their façade. The *Executive Walk Measure* is completed alone, after the 360 In Vivo feedback conversation (see slide 11).

Executive Walk Measure

Executive walk measure is completed after each 360 In Vivo meeting by the leader alone. The average of these scores can provide the leader with insights on their façade.

Better to remain silent and be thought a fool than to speak out and remove all doubt. ~Abraham Lincoln

Rating Scale: 1-Strongly Disagree 2-Disagree 3-Unsure 4-Agree 5-Strongly Agree

1. *Rapport – I framed the meeting objectives well, created a positive and relaxed atmosphere for conversation.*
2. *Humility – I was non-defensive and did not attempt to rationalize or self-promote.*
3. *Confidence – I was confident sharing my results before, during, and after this conversation.*
4. *Openness – I was open and listened carefully to all the feedback offered by the rater.*
5. *Curiosity – I asked clarifying and discovery questions when required.*
6. *Presentation – I presented myself in a clear, concise, and professional manner.*
7. *Managed Emotions – I kept my emotions and composure in check throughout the conversation.*
8. *Self-Esteem – I feel positive overall about this conversation.*
9. *Managed Anxiety – I had no anxiety or fear during the conversation.*
10. *Developmental – I gained insights on how to improve my leadership abilities.*

This tool helps the leader self-evaluate their façade. The higher the score, the greater the probability the leader is confident within their own skin. For example, scores over 40 suggest the leader has no major façade concerns or, simply put, no internal issues limiting or holding them back.

This measure can be helpful for facilitating coaching conversations that can help a leader evolve and gain their confidence or AKA their Executive Walk.

360 In Vivo Action Plan

Outcomes from completing **360 In Vivo** include insights on leadership core competency strengths and gaps (blind spots) and the leader's internal confidence (façade). In the end, only the leader knows how confident they really are. Developing an action plan after the leader has completed all the 360 In Vivo conversation is a final recommended action step. The suggested follow-up is to repeat another 360 In Vivo in 12 months.

Number of Raters: _____

360 In Vivo Results

Strengths

Gaps

Summary of key learnings

Executive Walk Results

Overall average score _____

Summary of key learnings

Action Plan				
Start Date	Goal	Plan	Goal Measure	Completion Date