Discussing 360 Feedback Results: Meeting Guidelines

Ten best-practices to follow when leading a feedback meeting

Talking Points

1. **Feedback meetings that address people's weaknesses can elicit anxiety and defensiveness, so start the meeting by stating the following expectations:**

   - The meeting is developmental – not punitive. Everyone has strengths and weaknesses, and should have the opportunity to continue to grow professionally.

   - The meeting should lead to positive results and opportunities to further develop strengths and address blind spots. Everyone has areas they can improve.

   - There will be an opportunity to develop goals and an actionable developmental plan.

   - There will be further instances of 360 feedback to give the leader an opportunity to track leadership development over time.

   - The leader should feel free to ask for feedback at any point; feedback conversations need not be limited to once a year.

2. **Address the individual's strengths and point out areas they received positive feedback, supporting these with examples of behaviors the leader has shown.**

3. **Address areas in which the individual received feedback that they need to improve, supporting these with examples of behaviors the leader has shown. Time should be allowed for discussion of the person's feelings, possible disagreement, and understanding of the data.**

4. **Areas in which there were large differences in the way the leader perceived him/herself and others perceived him/her should be discussed in order to increase self-awareness.**

5. **Areas in which there were large differences in the way different rater groups (i.e. subordinates, customers, peers) perceived the leader should be explored to increase self-awareness.**

6. **Opportunities for development should be outlined as a final step in the meeting. This should include an action plan, coaching or training opportunities that may be available for the leader, and times for follow up meetings throughout the year.**

Keep In Mind

7. Feedback should be (1) given in a way that that is relevant to the person's job, (2) developmental in nature, and (3) actionable.

8. Feedback should be verifiable by the individual receiving it, and limited to those behaviors, skills, and abilities which can be developed.

9. Feedback should be given in a supportive way, and opportunities for further development and feedback should be available to the person receiving the feedback.

10. The fact that skills can be developed should be stressed to give the receiver of feedback motivation to develop.