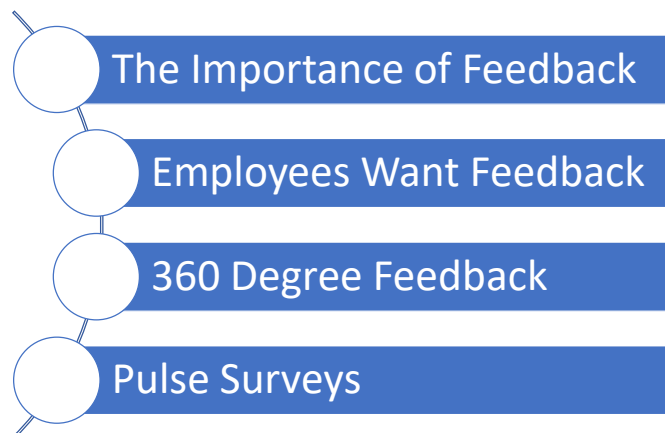


Feedback and 360 Degree Assessments

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On the
Agenda





We get better at most things by trying something and then evaluating the results.



But we're not always very good **judges** of our own performance.

We don't always **know** ourselves very well.



Sometimes
we need an
outside
perspective

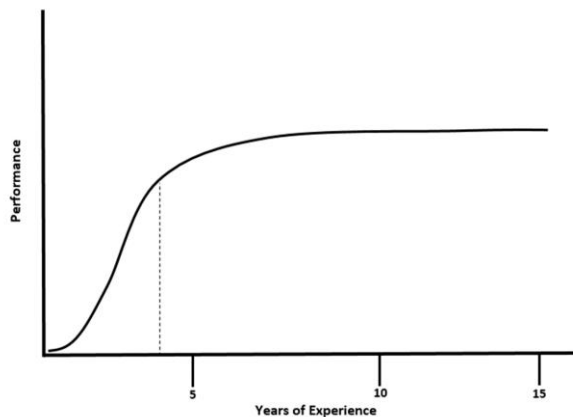


Dr. Atul Gawande on the importance of feedback and coaching

https://www.ted.com/talks/atul_gawande_want_to_get_great_at_something_get_a_coach



Typical Growth Pattern

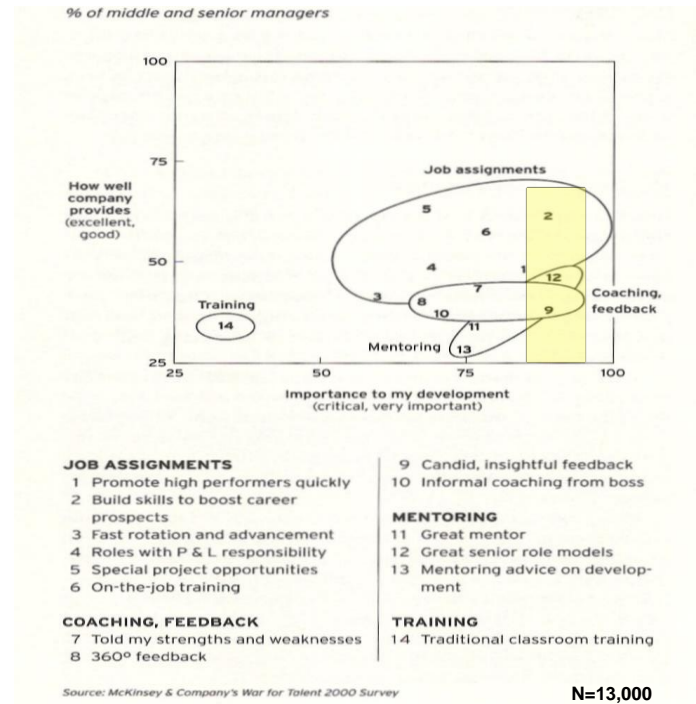


In field after field, when it came to centrally important skills—stockbrokers recommending stocks, parole officers predicting recidivism, college admissions officials judging applicants—people with lots of experience were no better at their jobs than those with very little experience.

Colvin, Geoff. *Talent Is Overrated: What Separates World-Class Performers from Everybody Else* (p. 3).

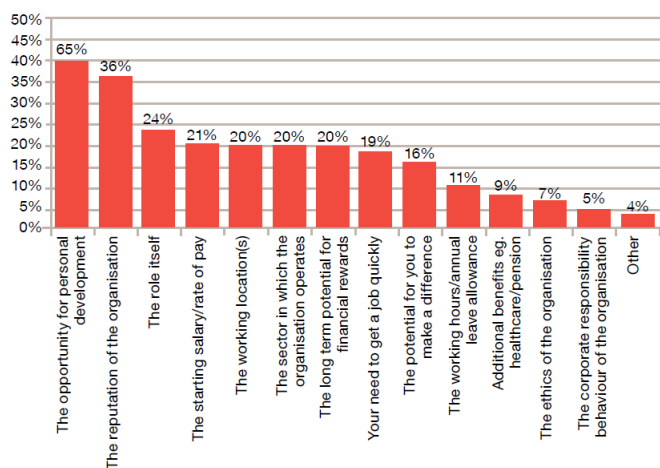
The War for Talent

What facilitates professional development from the perspective of 13,000 middle and senior managers?



Millennials are interested in personal and professional development

Which of the following factors most influenced your decision to accept your current job?

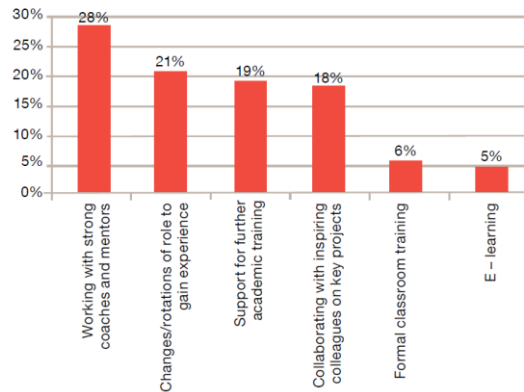


Source: Millennials at Work Reshaping the Workplace - PwC

Millennials Want to be Mentored



Which of the following training/development opportunities would you most value from an employer



Source: Millennials at Work Reshaping the Workplace - PwC



Source: Officevibe

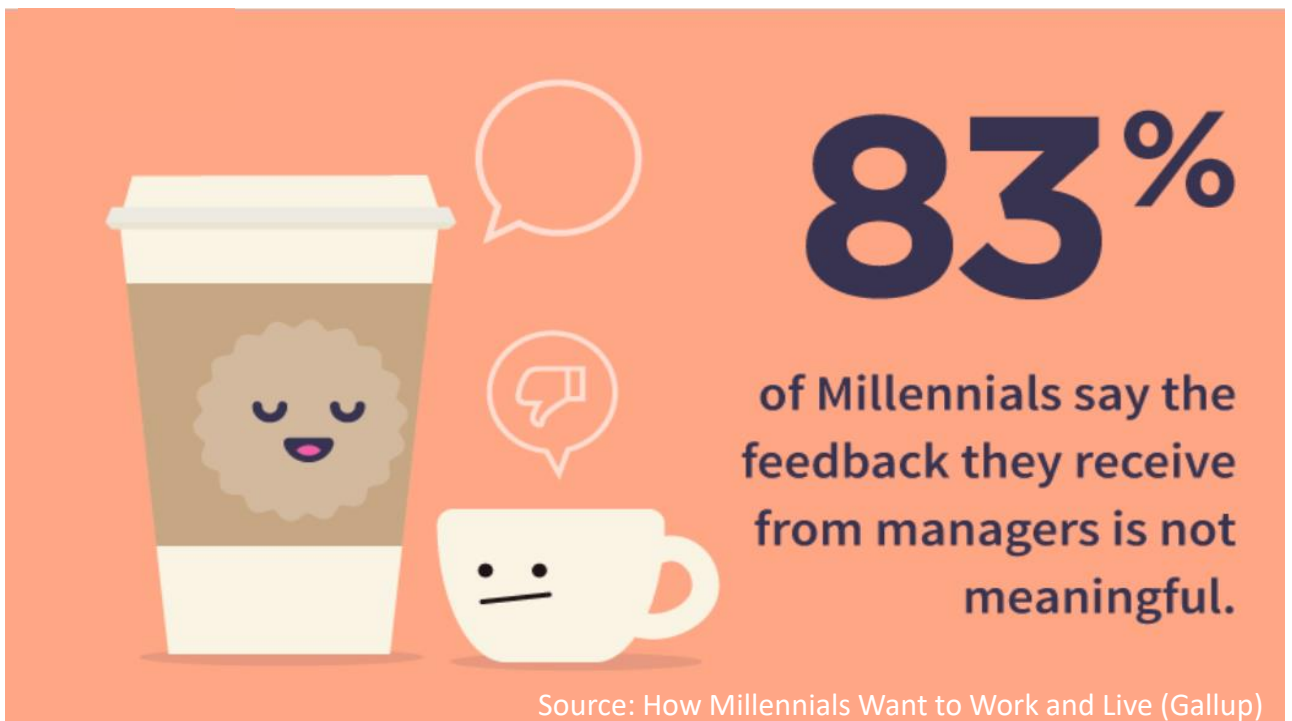
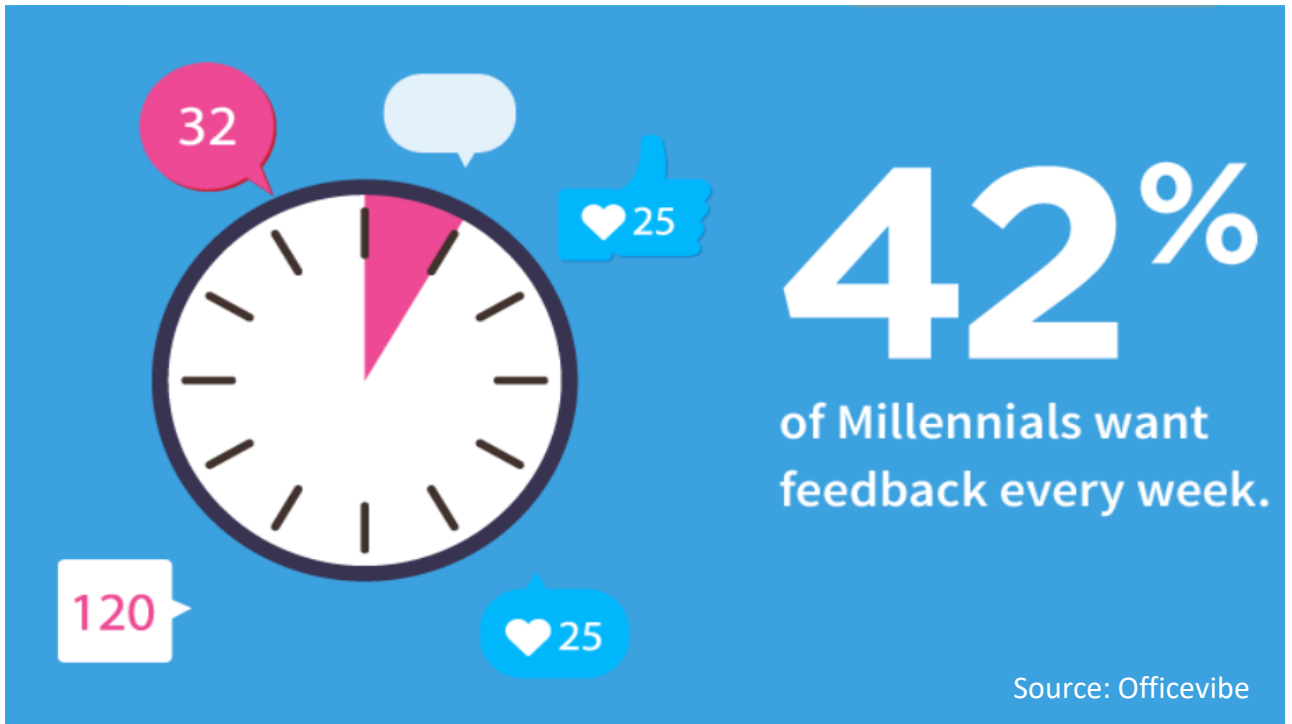


Giving Corrective Feedback



- By a three to one margin, employees believe that constructive feedback does more to improve their performance than positive feedback.
- 57% said they preferred to receive corrective feedback versus 43% who said they preferred praise.
- 72% of people said their performance would improve if their managers would provide corrective feedback.

Source: Your Employees Want the Negative Feedback You Hate to Give (Harvard Business Review)



Coaching and Feedback per Lominger

Coaching

- “developing direct reports and others”
- Rated lowest (3.37 out of 5.00) of all 67 competencies

Feedback

- “confronting direct reports”
- Rated in the bottom 10% (3.40 out of 5.00) of all 67 competencies

Only 2% of managers were rated as giving ongoing feedback



Giving and receiving feedback is **not so easy**.

What can go wrong when giving employees feedback?

Common Reactions to Feedback

Perceived Threat

- Physical
- Psychological
- Social



Amygdala is
Activated



Having a Growth Mindset



- Performance is not a measure of personal worth
- Pursue challenges and learn from critical feedback
- Skills are developed through hard work and practice

SOURCE Mindset: The New Psychology of Success by Carol Dweck



360 degree feedback comes from multiple sources such as supervisors, peers, direct reports and/or customers. Because of this, it tends to be more comprehensive and richer.

G360 Surveys are part of an **automated system** that allows users to give and receive feedback in the following areas.



Personal
Character



Interpersonal
Skills

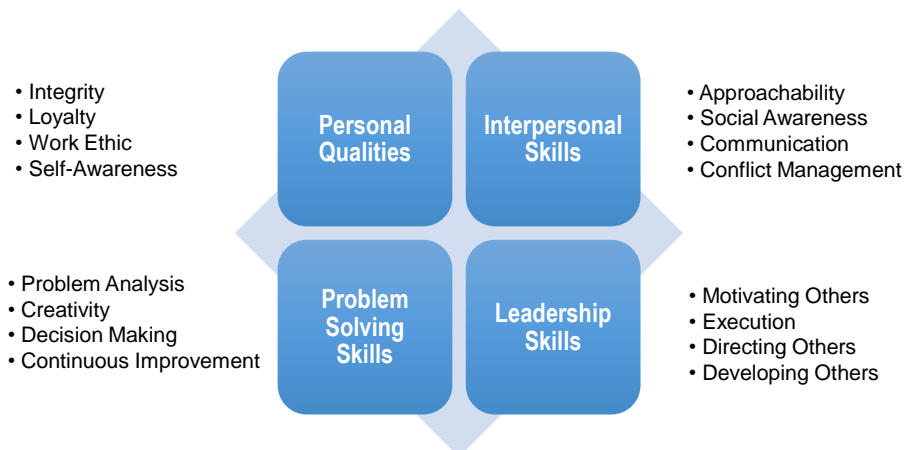


Problem Solving
Skills



Leadership
Skills

G360 Manager Competencies



G360 Feedback Reports



- Easy to understand
- Embedded with development and training resources
- Includes a personal development planning worksheet

What are some common problems associated with 360 degree assessments?



**Harvard
Business
Review**

TALENT MANAGEMENT

Why More and More Companies Are Ditching Performance Ratings

by David Rock and Beth Jones

SEPTEMBER 08, 2015



FEATURE

Goodbye to performance reviews, hello to -- what?

Firms like Deloitte and Accenture are making headlines with their decision to eliminate yearly performance reviews for their workforces. But in the absence of a yearly review, what will fill the gap?



1

By Sharon Florentine | Follow

CIO | Sep 8, 2015 3:44 AM PT

Performance management is broken

Replace “rank and yank” with coaching and development

- Today’s widespread ranking- and ratings-based performance management is damaging employee engagement, alienating high performers, and costing managers valuable time.
- Only 8 percent of companies report that their performance management process drives high levels of value, while 58 percent said it is not an effective use of time.
- Leading organizations are scrapping the annual evaluation cycle and replacing it with ongoing feedback and coaching designed to promote continuous employee development.

Deloitte Global Human Capital Trends (2014)

G360 Pulse Surveys



Here's How They Work

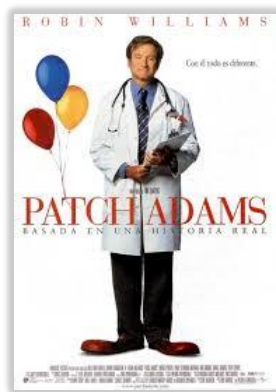
Users launch a survey and get a link to send to feedback providers via text or email. After 3 days, they get 3 types of feedback.

1. First, they'll get a word cloud with strengths that raters identified from a list of over 100 adjectives.
2. Second, they'll be evaluated on eight core competencies that are strongly associated with success.
3. They'll get specific comments from their raters about what they are doing well and what they could do to improve. This is included in the [premium report](#).

How can organizations create a feedback rich environment?



Final Example: Patch Adams



What do you see when you look at me?





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