

Feedback that fuels **success**.™

Leadership Navigator® Feedback Interpretation Guide



You've Received 360° Feedback.

Now what?

1. Work through your 360° feedback results by completing this guide. It will help you dig into the report data to understand and prioritize your results. We recommend setting aside approximately 1 hour to go through your report using this workbook.
2. After you have digested the results, thank the people who gave you feedback—one by one, in a group, or with personal notes. A list of selected/invited raters is usually included in your 360° feedback report.
3. Arrange a time to meet with your manager and/or a coach to discuss your top strengths and key areas to improve. Also, talk with him/her about using your feedback to build a development plan.

Tips for Reading Your Report

This workbook will help you understand your 360° feedback report and identify top development priorities. When you read through your report, keep the following tips in mind.

- *Take your time.* Don't rush through your results. Allow sufficient time to read through your report using this guide.
- *Keep an open mind.* Feedback is an opportunity to learn about how others see you. Being open to feedback will help you grow.
- *Perceptions are reality.* Try to understand your co-workers' points of view; don't ignore or dismiss feedback that you disagree with.

Common Reactions to 360 Degree Feedback

360° Feedback can be anxiety provoking. This kind of feedback can catch you by surprise, especially when you don't know what to expect. It is not uncommon to experience a range of emotions when receiving feedback from others. Most likely, you'll go through something called the SARA cycle:

Surprise: "I can't believe someone said that!"

Annoyance: "After all I've done for them!"

Rationalization: "I've been managing like this for a long time—I don't need to change."

Acceptance: "I guess this is something I've got to work on."



Everyone takes a different amount of time to pass through each of these phases. You may never agree with some of the comments or ratings. However, over time, you should accept the major themes you see in your feedback.

Build a Development Plan

Prioritizing your development needs is the first step toward building your development plan. This guide will help you explore your results, understand themes in your report, identify development needs, and prioritize your professional development.

Step 1: Initial Reactions

There is a lot of information in your report. The key is interpreting it.

- Read through your 360 Feedback Report
- Answer these questions



Are the results, in general, what you expected (both positive and negative)?



What is most surprising?



If you have received 360° feedback before, how do these results compare?



Are you annoyed about your results?

If so, wait a day or two to finish this guide. (Remember SARA from page 1.)

Step 2: Digging into Your Results

Using the table of contents, find the overall competency ratings section of your report (the first set of charts in the report). The competency ratings may take up several pages. Your overall score, or competency average, is listed to for each of the competencies. For some surveys, you will also see national norm scores or organizational norm scores indicated.

- In your report, locate your TWO HIGHEST rated competencies overall. Distinguish these competencies by marking them as highest and then copy the competency names below.
- Now locate your TWO LOWEST rated competencies. Mark them and then copy the competency names below.


Highest Rated Competencies	Lowest Rated Competencies




Do the highest and lowest rated competencies match your perception of your work behaviors and skills? Look up the competency definitions in the report to better understand what is included in each competency. What do these overall ratings suggest to you about your strengths or development opportunities?

Step 3: Individual Behaviors

Let's look more closely at your highest rated competency areas identified in STEP 2. For each of the two highest competencies, go to the corresponding page(s) in the body of the report where the behaviors that make up the competency are broken out and listed with self and rater group ratings for each survey item. Look at your individual behavior ratings within each competency:

1. Do any of these behaviors stand out as stronger or weaker than the others? Mark the areas where you rated highest. Generally these are behaviors you can leverage but should not spend much energy trying to improve further.
2. Do all of the rater groups (peers, self, etc.) agree that these behaviors are strengths? Circle any rater group scores that stand out as different from the others.
3. Were you aware that others see these as your strengths? Mark any items that you are surprised about.
4. If norms are included in the report, how do your scores compare to them? Are any of these items identified with a , indicating that you are far above the national average? (Arrows key off of national or organizational norms. Not all reports contain arrows.)

Now review each behavior within your lowest rated competency areas identified in STEP 2.

1. Do any of these behaviors stand out as stronger or weaker than the others? Mark the areas where you are rated lowest and consider putting energy into working on them.
2. Do all of the rater groups (peers, self, etc.) agree that these are development needs? Circle any rater group scores that stand out as different from the others.
3. Were you aware that others see these as development needs? Mark any items that you are surprised about.
4. If norms are included in the report, how do your scores compare to them? Are any of these items identified with a , indicating that you are far below the national average? (Arrows key off of national or organizational norms. Not all reports contain arrows.)



Do you agree with your identified strengths and development needs?

Step 4: Self-Other Differences

Next we will look at how you rated yourself compared to how others rated you. This step will help identify your Clear Strengths, your Unexpected Strengths, your Known Developmental Needs, and your Blind Spots.

Find Your Clear Strengths

Clear Strengths are areas you and your co-workers agree are strengths. These are behaviors where your overall score is in the upper range of the scale and your self-rating is also high.

1. Review your strengths on the Focus on Strengths and Development Needs page of the report. Highlight each of the listed strengths where both your self-score and your overall score are a 4 or 5 and write “clear strength” next to them.
2. You may also want to go through the body of the report where survey items are listed for each competency and mark your top 10 strengths there to assist you when you review the report as a whole.
3. From the behaviors you indicated as a clear strength, list the two behaviors which you believe are your true top strengths:

1.

2.

Do these behaviors come from competencies you identified as your highest in STEP 2?

Find Your Unexpected Strengths

Identify your Unexpected Strengths by turning to the Unexpected Strengths and Blind Spots page in your report. Unexpected strengths are areas in which you don't think you perform well but others perceive you to be skilled. You can also look at your strengths on the Focus on Strengths and Development Needs page of the report and mark any items where your self-score is below a 3, your overall score is a 3 or above, and there is at least a 1 point difference between the two scores. List your top three Unexpected Strengths (if you have any) with the greatest difference between yourself and overall scores below:

1.

2.

3.

What may be causing you to overlook these strengths? Ask a trusted co-worker why they think these are strengths.

Find Your Known Development Needs

Known Development Needs are areas where you and your co-workers agree you could improve.

1. Review your development needs on the Focus on Strengths and Development Needs page of the report. Highlight each of the listed development needs where both your self-score and your overall score are below a 3, and write “development need” next to them.
2. You may also want to go through the body of the report where survey items are listed for each competency and mark your top 10 development needs there to assist you when you review the report as a whole.
3. From the behaviors you indicated as a development need, list the two behaviors which you believe are your greatest development needs:

1.

2.

Do these behaviors come from competencies you identified as your lowest in STEP 1?

Find Your Blind Spots

A Blind Spot is an area you believe is a strength but other people perceive as needing improvement. You can determine your Blind Spots by turning to the Unexpected Strengths and Blind Spots page. You can also look at your development needs on the Focus on Strengths and Development Needs page of the report and mark any items where your self-score is a 3 or higher, your overall score is below a 3, and there is at least a 1 point difference between the two scores. List your top three Blind Spots (if you have any) below:

1.

2.

3.

What may be causing you to view these as strengths instead of as development needs? Ask a trusted co-worker why they think these are not strengths.

Step 5: Written Comments

Review the written comments. Comments are useful for reinforcing numerical results. They provide examples from the workplace and often refer to specific tasks or initiatives. When reading your comments, try to focus on themes instead of dwelling on specific words or statements that you feel are harsh or don't agree with.


1. Which comments are generally similar to the rest of the information in your report? Write "consistent" next to these comments in the report or note the competencies or behaviors that are echoed by the comments next to each of them.
2. Do any written comments stand out as being inconsistent with the rest of the information? Put a "?" next to these comments. These might be things to monitor yourself or check-in about with your colleagues.
3. Write "most useful" next to the most useful comment which highlights a development opportunity, and next to the most useful comment that describes a strength. Mark other useful comments that you'd like to revisit later.
4. Note any themes. Is there one behavior that is mentioned by more than one comment?



Don't overemphasize individual comments – remember this is just one person's view whereas numerical results represent many of your colleagues' views of your behavior.

Step 6: Additional Development Opportunities

Revisit the body of the report where the behaviors that make up the competencies are broken out and listed with self and rater group ratings for each survey item. Each survey item generally refers to a specific behavior or skill. Look for behaviors that may have been missed through the other exercises. These behaviors may not fit neatly into the categories from STEP 4, but may be considered development needs. Here are types of behaviors you may identify:

- Behaviors similar to or referenced in the open-ended comments
- Behaviors where any one group, including self, gives you an average rating of 2.0 or less
- Any behavior where two or more groups beside yourself gave you an average below 3.0
- Behaviors where one or more raters in that group rated you below 3.0 as indicated by italic scores in the report (not all reports use italics, see the report definitions page for more information)
- Inconsistent scores between groups (such as high boss score but low peer score)
- Don't ignore "No Data," as this can still indicate an area that needs improvement. Question why someone would choose this action. Is it not part of your job, or do they not know how to rate you?
- Behaviors where your overall score is well below the national norm or organizational norm (Not all reports contain norms. Depending upon your report, standout scores may be indicated by a  next to a survey item in the body of the report or by the position of a labeled hockey stick element in a survey item chart. (Surveys with national or organizational norms only.)

Using these guidelines, list three to five behaviors that you may need to develop but have not been previously identified:

1.

2.

3.

4.

5.

Step 7: Identify Development Priorities

It may feel overwhelming to have all of this information presented at one time. One way to feel less overwhelmed is to begin focusing on the feedback that is most relevant and most important. Here are three classifications that you should keep in mind while choosing your highest development priority:

1. Career Success: Areas you believe will have the greatest positive impact on your career.
2. Most Important: Areas that are most important to you personally.
3. Quick Wins: Areas where small or easy changes can get big results.

- Step 1. Go to pages 5, 6, & 8 of this workbook. In the yellow boxes, note which behaviors will have significant impact on your career success by writing “career success” beside these items.
- Step 2. Go to pages 5, 6, & 8 of this workbook. Note which behaviors are most important to you by writing “important” beside these items (it’s okay to mark items with more than one category).
- Step 3. Go to pages 5, 6, & 8 of this workbook. Note which behaviors are quick wins by writing “quick win” beside these items (it’s okay to mark items with more than one category).
- Step 4. Review pages 5, 6, & 8. Locate the behaviors that have the **most marks** from Step 1-3 above. Break ties by selecting items you feel are more important to you. Using these criteria, list your top 3 development needs below.

1.

2.

3.

- Step 5. Use this list to select one behavior to be your Top Development Priority. This is an area you feel is the most important, needs the most work, and you have the greatest likelihood of changing.

Top Development Priority:



Remember, it is normal to have many areas in need of development. Professional development is difficult and requires substantial focus. To create lasting change, start by first targeting one or two of these needs.

You've Prioritized your Development Needs. Now What?

Create a Development Plan

Completing this workbook is the first step in creating an actionable development plan. Once you have identified your top development priorities, use them to make a plan which leverages your strengths to help with your development.

Lasting change requires a carefully laid out development plan. Every company has a unique way to help you create a development plan, but in any case, it is important to have a plan that helps you know where to start, provides a road map for guidance, and has a way to measure success. You may want to talk to your boss, a coach, or your HR representative to explore your options.

Next Steps

1. Thank the people who gave you feedback. Let them know what you will be prioritizing in your development. Ask for their continued support and feedback as you implement your development plan. Even just knowing that you are working on things they care about often makes a difference to your colleagues.
2. Contact your boss—it is important to discuss your development priorities with him/her and to partner with him/her in your development activities.
3. Find a coach, mentor, or colleague to support you—change is not easy!
4. Create a development plan—and follow it!
5. Meet quarterly with your boss to review your progress. Take the initiative to make sure these meetings take place.