



McQuaig 360 Leadership Review

10 Steps to Effective 360 Feedback Debriefs

Step 1: Review

Take the time to review the candidate's McQuaig Word Survey® Report and their 360 feedback report prior to sending / sharing with the candidate. This will help you to prepare for how the candidate may react. Because The McQuaig 360 Leadership Review is based on application of competency (do more, or do less) and not capability (your skill level is...), candidates typically find the feedback very helpful, and therefore react quite positively.

Step 2: Share

Before sharing any results with the candidate, set a date and time for meeting (we recommend two hours) to discuss their results. Then, consider what you want to send them in advance. What you choose to share before the meeting will depend on the candidate's maturity and ability to receive constructive feedback. Our recommended approach is to send them their Word Survey (The Profile, The Interpretation Report and the Leadership Profile) about 24 hours in advance of the meeting. Then share the 360 Report in the meeting.

Step 3: Open

Begin meeting with a review of the purpose and a reminder of the rules of the road:

- results are confidential
- feedback you receive is anonymous
- this feedback represents a "snapshot in time"

Step 4: Agenda

Propose an agenda of walking through the report together, looking for insights, patterns and learnings, and then creating an action plan for improvement. Then, ask for acceptance of the agenda by saying something like "how does that sound?"

Step 5: Warm up

Before diving into the report, ask the candidate what thoughts, questions, concerns or insights they may have based on the process so far. Answer any question they may have and acknowledge thoughts, concerns and insights by saying something like "that's interesting, let's explore that further when we go through the report".

Step 6: Word Survey Report (if incorporated, and if so, facilitator should be McQuaig Certified)

Together, review the candidate's Word Survey report. Ask the candidate "what strikes you as accurate in this profile?" Once answered, ask "can you give me an example?"



Step 7: Leadership 360 Report Section B

Ask the candidate to review section B, **You vs. Average Response** and then ask for insights / take aways from this page. Note that this section provides very high level feedback as the responses are an aggregate of all six questions for each competency and, an aggregate of all responders. Therefore:

- Apparent slight differences between “you” and “others” could be significant
- Similarities can provide insight. For example “on average, everyone would like to see you do more of this, and the good news is, so do you!”
- Try not to spend more than a few minutes on this section as “there is more to come, in greater detail, further on into the report.”

Follow the same process as above for the second half of Report B – **You vs. Rater Category**.

Step 8: Leadership 360 Report Section C

Move onto the Top 5 Do More and Top 5 Do Less Reports:

- Look at the first “Do More” and turn to the page indicated for the detailed responses and comments and review together.
- Ask for comments, reactions, examples actions taken (or not taken) that might be causing people to perceive things as they do. Discuss and relate back to the candidate’s Word Survey report / profile, noting if the suggestions for change are supported by the candidates natural temperament, or not.

Move onto the next “Do More” and repeat. Look for patterns in the feedback messages.

Move onto the Top 5 “Do Less” and follow the same process as above. (N.B. if there are less than 5 “Do Less’s” then it is because there were less than 5 instances of people asking the candidate to “Do Less”).

Step 9: Review the rest of the report Section D and E

Typically, most of the significant insights and learnings will have come to light in the previous step. This step helps to “round out” and confirm the learning and add any new ones that may come to light.

Step 10: Action Planning section F

Help the candidate complete the action planner based on key insights and learnings. Set a meeting time for a few weeks from now to follow up on actions taken, challenges to be addressed and successes to celebrate! Ensure that the candidate’s direct supervisor is involved.

Often, it’s better to have a few powerful, yet easy to implement actions than a whole bunch of action items that never get done!