



McQuaig 360 Leadership Review

10 Steps to Effective 360 Feedback Implementation

Step 1: Readiness

Is your organization ready for 360 assessment of a manager or group of managers? Let's face it, there is a level of maturity and trust that is required to provide, and receive constructive feedback. Check that the people providing feedback have worked with the "participant" (the candidate for receiving the feedback) for at least 6 months and that all participants "trust" that this process is to help everyone succeed.

Step 2: Purpose

The purpose for 360 feedback has to be singular and crystal clear: "for personal and professional development" only! Shout this from the rooftops and ensure that all actions and communications reinforce this message.

This is not to be used for performance assessment and all that goes along with it. If anyone thinks that this could affect someone's position, pay, opportunity for promotion, or even ability to retain their job, especially their own, the 360 feedback process can go very wrong.

Step 3: Rules of the Road

These are the ground rules that cannot be broken:

Confidential	Anonymous	Snapshot
<p>The results of the feedback process are confidential and belong to the participant.</p> <p>Ideally they will want to share their results with a "coach" (their manager, HR support, trainer, mentor, or external coach), and, hopefully they believe in the process. Regardless, they own the feedback.</p>	<p>All participants need to know, and trust, that their feedback is anonymous and will only be used to help the participant learn and develop.</p>	<p>The McQuaig 360 Leadership Review provides a snapshot in time of behaviours that participants would like to see the participant adjust – do more, or less of.</p> <p>It isn't "good" or "bad", or "right" or "wrong" behavior. It's what the people around the participant need now.</p>

Step 4: Raters

The participant should choose the people that they would like to receive feedback from, and they should also be open to feedback and suggestions from their manager / coach. The McQuaig 360 Leadership Review requires at least one rater from each category:

- Superior / Manager
- Peer
- Direct Report



There is no limit on the number of raters a participant can choose in each category. Ideally, the participant will choose one Superior, 2-4 Peers and 4-6 Direct Reports. Note that if one Superior is chosen, the superior's feedback will not be anonymous.

Step 5: Communication

Use the **McQuaig 360 Leadership Review - Email Invitation Template** to inform all participants about the purpose and process of the 360, what is required of them, and why. Ideally, this communication will be sent from the participant.

Step 6: Send

Time to send out the assessments. Enter the participants' names and email address into McQuaig Online under their appropriate designation (Superior, Peer or Direct Report). Then select "next" and the assessments will be sent via email.

Step 7: Monitor and Remind

Check in on completion rates of your 360 assessments every day or two. Ideally, all feedback should be completed within about a two week window. You can resend these emails, along with their links to the assessment, at any time as a reminder.

Step 8: Incorporating The McQuaig Word Survey®

The McQuaig 360 Leadership Review can work without a Word Survey; however, the participant's McQuaig personality profile, generated by the completion of a Word Survey, can go a long way to explaining why the participant is receiving particular feedback. The McQuaig personality profile can also be incorporated right into the 360 report. If you plan to add the Word Survey into this feedback process, have the participant complete a McQuaig Word Survey prior to completing their 360 assessment.

Step 9: Generate Reports

When ready, generate the 360 feedback report. This can be done during the process at any time, and as often as you like. If you incorporate the McQuaig Word Survey, generate the "Profile", "Interpretation Report" and the "Leadership Profile" sections from the Word Survey Report.

Step 10: Share and Plan

Share the resulting reports with the participant and help them create a plan of action for improvement. For more details, see the **McQuaig 360 Leadership Review - Debrief Best Practices** document.