



## TenStep Supplemental Paper

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### **Conducting Self-Directed 360**

A new self-directed 360 employee performance assessment enhances the benefits of the standard 360 approach further by providing a process for getting feedback directly from people who work closely with an employee. Passing such intermediaries as external consultants and surveys gives an employee the opportunity to ask questions, listen, and get clarification on the feedback.

The self-directed 360-assessment also differs in that it's as likely to be set in motion by an employee as by the employer. It also personalizes the categories of feedback. The self-directed 360-assessment seeks information on an employee's specific role and goals and on the company's needs at the time of the assessment. A CEO can request feedback about his visioning abilities while a middle manager with multiple direct reports can focus on time management skills.

The 360-assessment is full-circle evaluation involving self-evaluation and feedback from other people about one's performance in predetermined competencies.

#### **Step 1: Commit to hearing the truth.**

Any assessment should ultimately be about feedback and learning. A self-directed 360-assessment enriches your company's existing 360 process or provides a schema to get feedback if your company doesn't use 360. The feedback recipient needs a crystallized vision of his objectives, the courage to ask for the truth, and the commitment to use the results fully to increase effectiveness.

#### **Step 2: Conduct the self-assessment.**

Planning a self-directed 360-assessment requires identifying objectives and conducting a self-assessment. Ask what you want to learn and experience as a result of the assessment. Then, link those objectives to your self-assessment and your sense of the areas in which you shine and in which you experience difficulty.

#### **Step 3: Plan the interviews.**

Planning involves establishing performance categories and identifying who will be in your feedback circle.

#### **Step 4: Prepare for the feedback.**

In this step, you prepare yourself mentally and emotionally to receive feedback.

#### **Step 5: Conduct the interviews.**

Don't argue points with the feedback providers. Don't justify your actions as a response to critical feedback. However, seek clarification about people's comments, but don't use trying to understand as a pretext to imply that the feedback makes no sense. Do ask for suggestions, advice, and assistance in working on the issues identified in the 360. Find



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something to genuinely appreciate about the feedback -- such as taking the time to conduct the interview, someone's courage to be frank, or a particular comment.

### **Step 6: Analyze the feedback.**

### **Step 7: Describe a key area you plan to change or modify. You could think of**

- \* Optimal outcomes
- \* Specific steps you wish to take
- \* Support and other resources you will need.

Seeking genuine feedback signals a true openness to learning and improvement. Carefully examining and fully integrating that feedback speaks volumes. Seeking and using feedback, even when it's difficult to accept, reflects your commitment to achieving excellence and your greatest potential. That shows that you're rare, indeed, with limitless possibilities.