

Learning Library Resource

Resource Clarifying 360 Priorities

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Explanation

To get the most out any 360-Degree assessment process, it's important to continue to involve others around you, even after they have provided their initial input. This document serves as a guide to help you make the most of your individual conversations.

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Clarifying 360 Priorities

Use this document as a guide to engage others around you to help make the most sense of your 360 results as you begin to craft your strategies for your next phase of leadership development.

Objectives

In this process, you want to demonstrate to others that you are fully committed to your own development and improvement. It's also an opportunity to reinforce that you care about them, their interests and the experience they have with you. At the conclusion of this process, you should have the following:

1. A single One Big Thing area of focus for your development
2. Multiple specific ideas for new behaviors, start/stop actions, strategies to help you
3. Accountability partners willing to help you as you move forward with your intentions

Process

1. Identify several people who can provide you insight on your 360 feedback for how you are perceived and how you may be able to improve your influence and effectiveness across the board
2. Request time for 1:1 conversations with each person
3. Collective lots of honest specific feedback
4. Summarize findings for your One Big Thing and your plan of action

Elements for each 1:1 discussion

1. Thank them for participating in the 360 process (if applicable)
2. Apologize for any challenges that you may have been creating in their experiences with you from this past. This is a key step to demonstrate a genuine desire to change for the better.
3. Communicate your desire to improve yourself and the impact and experience you create for others
4. Share a rough overview of your key insights from the 360, including your current primary area of concentration for development work. (your "One Big Thing" as you see it now)
5. Seek input (from each person's perspective) to confirm that the area you've identified is a strong cornerstone "One Big Thing" for your focus.
6. Ask for 1 specific suggested behavior shift that could help you with this One Big Thing effort.
 - Focus on 'moving forward'. Don't get lost in the past. "What can I do differently in the future?"
 - Politely say 'Thank you.' Write down the suggestion. Do not defend their suggestion.
 - You may wish to ask for additional ideas. "Do you have another suggestion I can add?" (repeat the same 'thank you' and record the input process). Repeat as much as is helpful.
7. (If appropriate) Explain your intentions for ongoing development work and a need for accountability partners. Share that you are collecting more ideas and will develop an action plan soon. Explain that accountability partners will be key to the ongoing work. Ask if they'd be willing to provide honest feedback on certain topics moving forward.
8. Wrap up with sincere gratitude and genuine appreciation for their time in contributing to your personal improvements

Tips/Reminders

- Take a curious 'investigative reporter' type of approach. Focus on collecting ideas and input for future use.
- DO talk very little and DO listen a lot.
- Do NOT focus on the past
- Do NOT defend their criticisms. Avoid words: "no, but, however"
- DO focus on sincere gratitude and caring for helping others (via your own improvements)

* If interested, an excellent book on this topic is ['What got you here won't get you there' by Marshall Goldsmith](#)