

## **360 Reports**

# **Guidelines for the Executive**

**Reports for 360 written surveys may include any or all of the following components:**

- An introduction explaining the overall survey and how it is built, administered, prepared, formatted, and can be interpreted
- A description of your data collection: How many people were surveyed, how many completed and returned the survey, their relationships to you, who was included, the completeness of the responses, the number of comments, etc.
- An overview/summary of your results
- The details of your results (areas of perceived, greatest and least effectiveness, areas of greatest and least perceived importance, comparison of how you rated yourself with how others rated you, comparison of your scores to those of your peers, etc.)
- Comments provided by the people completing your surveys
- A summary of the results of surveys completed across your organization
- The patterns or results to which you should pay special attention
- Worksheets to review your results and record your impressions and action items

## **Reports for 360 Interviews**

360 interviews can be conducted in many ways. Those methods will greatly determine what is included in your report and how a report is formatted. For example, if it was agreed that all comments would remain anonymous, comments are usually sorted randomly to maximize their anonymity. If individual comments are to remain confidential and not reported to you, the report will only include summaries of themes across several or all of the people interviewed without any specific comments listed. If the data is to be provided broken down by the groups from which they were obtained (superiors, peers, direct reports, etc.) then the results will be reported accordingly.

Similar to assessment reports, some 360 interview reports give you all of, or a sample of comments from individual interviews, relying on you to screen out one-off comments, find the patterns, and draw your own conclusions. Other reports do the screening for you and report only the frequent patterns and themes. If you are someone who needs to be in control and tend to dismiss feedback you do not discover yourself, it is probably better for you to get the raw data and prepare your own report with the help of your coach (if this option is possible and available). If you are more open and willing to take conclusions prepared by others at face value, the summary report of themes may be more helpful to you.

## **What Do I Do with Assessment and 360 Reports Once I Get them?**

An assessment report is only data. It is actionable if the data is valid, reliable, current, specific, relevant, and complete. The first thing to do with the report is to spend time reading it on your own. After reading through all of the data, go back and pull out the information that stands out for you. Make notes of the frequency of results and record the patterns that are consistent and important to you. Cull out the patterns and themes from which to build your coaching goals. Work with your coach to decide which of those goals are achievable, how they can be best achieved, and what plan you and your coach will use for implementation. Prepare a summary of what you have learned and present that summary to the people involved in your coaching (boss, HR professional, mentor(s), etc.). Ask for the support you need to have the greatest success in your coaching. Be sure to work with your coach to document the conclusions from your assessments and 360 for reference during and after your coaching. We all have selective memories and your notes about your assessments and 360's can help you remember things you may otherwise forget but need to remember. When all is said and done, your assessment and 360 is conducted primarily for you to better understand yourself and how you could improve. Work with your coach to make it valuable for you and help you decide what you want to work on, track your progress, and evaluate your success.