

Invitation to Feedback and Coaching

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Here's an invitation to try 360 feedback and coaching. There is a clear explanation of what happens, and how it will help you achieve what's important for you. We do things differently, so even if you have experience of 360 feedback, please read on. Things are easier, better and much more helpful than you might imagine.



Very briefly, 360 feedback uses an online questionnaire that asks about how well you manage projects, make decisions, work with people, etc... It is completed by managers, colleagues, team members and perhaps customers - about 10 people in all. Their answers are compiled into a helpful picture of the things you do well, and the things you might improve upon.

Then, there is coaching to help you consider the feedback, gauge its relevance, and decide on changes you'd like to make. All of that means you make clear, informed decisions about your leadership, personal learning, and maybe your career too. For many people careful feedback and coaching has enabled step changes in the quality of their working life.

Your project

It helps enormously if you understand and own the feedback/coaching project; if everything is decided by you and driven by you. But you'll probably need some help (e.g. with choosing your online questionnaire, and with choosing who should complete questionnaires for you). Your questionnaire needs to ask about the things you know you do well, and about those you suspect might need improvement. And, it needs to be completed by the people who really matter - they might be quite different to the people who normally provide feedback.

The really important thing is help with thinking through the purpose of your feedback and coaching project. How will the project help you? What is it for? Answering those questions ensures your project is personally relevant and delivers what you want. And, the answers will help you decide some of the technicalities too (e.g. perhaps you should get feedback from different people if your purpose is career planning rather than performance improvement).

If you choose to work with us we will provide practical tools to help you think things through



(e.g. tools to explore your career options or business objectives). And, when people have completed questionnaires for you we have more tools to help you really understand their feedback, see the important links, and make decisions.

Significantly, we also have a great deal of skill and experience. More than 20 years experience in 360 feedback and coaching, lots of recognition in the HR press, and familiarity with just about every sector. The following comments from people we've worked with might be helpful...

"Very useful and practical. Now understand what I need to do."

HR Manager, Financial Services

"Extremely useful. I liked the focus on both strengths and weaknesses"

Line Manager, High Street Retailer

"... a powerful tool for self assessment and development"

Senior Manager, Police Service

"Extremely useful. A very valuable few hours"

Senior Manager, Leisure Company

"Very useful. Confirmed my vision, and developed real actions I can implement"

Head of Function, Telecoms Company

"Fantastic"

Team Leader, Public Sector

"Very useful; put me back on track in a focused way"

Head Office HR Manager, Retail

Quick Q & As

Will people provide honest feedback? Yes, if things are explained, their concerns addressed, and their anonymity preserved. It's our job to ensure those happen.

Will there be nasty shocks? No, if you aren't so good at one or two things, we'll discuss those with you at the outset. Expect your feedback to provide helpful explanations, not unpleasant surprises.

Who sees the feedback? No one does except you, not your manager, not HR... But, we hope you will involve key people and share information with them. Again, it's our job to make those things easy for you.

What is it with sunflowers? We're bright, positive and growing. And, we are really



optimistic about people and their prospects. The sunflowers fit!

Next steps

Here are our suggestions for what you might now do...

- a) Talk to your HR professional, and then call us. Both of you will probably have a few questions, e.g. what will the questionnaire be like, how many coaching sessions?
- b) Meet to decide on a purpose and a plan. If you choose to work with us, expect the project to have a clear, shared goal, and agreement on who will do what over the next few weeks.
- c) Decide on your 360 questionnaire and who should complete it for you. Again, if you work with us we will tailor the questionnaire to you - it will probably include your organisation's competencies and some additional questions of personal importance to you.

More information

If you have questions the 360 Handbook's page on "Managers' Q & As" will probably answer them. Please see www.next360.co.uk/handbook2011

Contact us

If you have further questions, or if there's anything we can do, we would of course like to hear from you. Please call Peter Goodge on 07976 373 562, or e-mail Peter at info@NextHR.co.uk

