

Information on 360-degree leadership feedback

Guidance for leader (focus person) and respondents

Aim

The purpose of 360-degree leadership feedback is to provide a point of departure for dialogue on leadership.

Benefits

The aim of a 360-degree leadership feedback is to contribute to:

- Providing thorough and systematic feedback for each leader from employees, colleagues in management, partners and immediate supervisors
- Dialogue and matching of expectations with regard to management duties
- Development of a personal action plan
- Creating a common leadership language at SDU

Data collection and questionnaire

Data collection for the 360-degree leadership feedback takes the form of a web-based questionnaire.

The report is structured around four blocks. These four blocks look at four areas of management, which are divided into blocks as shown on the questionnaire. Each block contains 5-10 questions. Colleagues in management and partners only answer two of the four blocks. The respondents' reasons are gathered after each block.

Selection

The focus person has, together with his immediate manager, selected a number of respondents that are representative of his/her contacts.

- Min. 4 and max. 15 employees that he/she has the formal competence to hold staff appraisal interviews with, or for whom he/she has managerial responsibility, selected based on the following principles:
 - That various staff groups and functions are represented.
 - That the selection ensures a real reflection of the gender composition of the staff group.
 - That both experienced and new staff take part.
 - That the respondents are familiar with the leader and are considered capable of providing qualified feedback about your leadership practice.

- The focus person has selected three to six colleagues and/or partners to take part in the manager feedback survey. The word 'colleague' should be understood in a broad sense, as it can include peers and/or academic colleagues or other sparring partners. Partners can be internal and external.
- Immediate supervisor.

Confidentiality

The answers you check on the questionnaire cannot be traced back directly to one person. As for this kind of survey it will be more or less possible to ascribe answers to respondents when there is less than 5 persons within one respondent group. As for the immediate manager it will be possible to ascribe the answers.

Your written comments, along with your name on the report, will be shown to the focus person.

The 360-degree leadership feedback will result in a personal report for the focus person.

The report with scores and remarks will only be shown to the focus person and a consultant from HR Organization and Recruitment.

The immediate supervisor will from the focus person receive a report with the scores only.

The recommendation is that the focus person does not share the report with employees, colleagues in management or partners on grounds of confidentiality.

Follow-up on the feedback

The personal report is disclosed in an individual and confidential meeting, where the focus person can speak and share ideas with a consultant about her/his results.

Based on the report the focus person develops a personal action plan.

Our recommendation is for the focus person to have a dialogue meeting with both his/her immediate supervisor and his/her employees.

Contact regarding the professional content of the feedback

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Contact as to practicalities

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