

# Leader 360

# FAQs

For Managers



## What is a 360 Survey?

360 Surveys are a way of providing others with insight into their behaviour and performance.

For participants undertaking their first 360 Survey, the experience can be quite a daunting one. For those in leadership roles, it will often become an indispensable tool to understand where and how to focus development on a new context.

As the line manager of a person completing a 360, this is an opportunity to provide your direct report with honest and helpful information on which they can act and develop and support them by incorporating insights from this process into their annual development planning and goal setting.

## How long will this 360 take?

On average no more than 10 minutes, though some responses may take you longer than that as you reflect on the feedback you are providing into this process. We recommend you dedicate an hour per direct report, most of this time will be preparation and thinking but better to give yourself this time than to try to squeeze your response in amongst other tasks.

Your dedicated concentration to towards this will pay off in the quality of your response.

## Will my feedback be shown as coming from me?

Yes, as this person's line manager in most instances you will be the only "Leader" responding. Though in some instances your ratings and comments may be merged in with other dotted line "Leader's".

If you are concerned about your responses being identified as the only person in a contributor group, you should talk to your 360 Survey Sponsor or the Development Programme advisor before you complete the survey.

All comments are reported verbatim but without any names attached so be careful not to identify yourself with what you say.

For further information on Winsborough's privacy policies, click [here](#).

## How will I get started with this survey?

Easily! The survey will be conducted on-line. You'll receive an email/ text message from Winsborough with information about completing the survey. Simply click the link in the email to go to the secure survey system to get started.

## How does the rating scale work?

As a rater, you will be asked to indicate how strongly you agree or disagree with a specific behaviour. The questions in the survey have been included as they are proven to be important in leadership performance and development.

To rate the participant accurately, use the following guidelines:

- Use each end of the scale.
- Treat each item individually and try not to generalise.
- Think of how this individual specifically behaves, picture actual examples.
- Be honest and accurate, remember your ratings are confidential.

Finally, answer based on your own experience with the participant and not on what you might have heard from other people.

### **I've provided my ratings, why bother with comments?**

Free text comments give the opportunity to provide context for your ratings and suggestions for the participant on how to improve their performance. To provide useful developmental comments and suggestion, use the following guidelines:

Don't:

- Generalise ("Do a better job").
- Identify what they cannot change ("Increase the budget" or "Become better looking").

Do:

- Be specific ("Slow your speech down"; "Make more time for articulating the strategy on the monthly retreat").
- Suggest how they can build on strengths ("You are great at managing external relationships, so delegate some of the administration to free up time for client meetings").

Note: your comments will be reported back verbatim to the participant, so please don't enter anything that you don't want the participant to read directly.

### **I've started the survey but decided I do not want to complete it. Will the feedback I've already provided be shared?**

No. Our system is set up to only report on feedback that has been submitted. If you start the survey and do not click through the end of the survey, your feedback will not be included in the final report. If you have already completed, but now want to have your feedback removed, let someone in the 360-project team know and they'll be able to help you out.

### **I've provided feedback, now what?**

Now the work begins! You should encourage your direct report to have a conversation with you about their take-aways from the feedback provided and support them to incorporate relevant goals into their annual development plan.

Then support and hold them to account for working towards these goals.



## But my direct report doesn't want to share this information with me?

It is up to your direct report what they might want to share with you or not.

Try to be curious, open, and supportive regardless. You can start the conversation about the feedback you provided into the 360 and why you think it's important for them in their current role and/ or career aspirations and how you can support them.

## Help! I'm stuck.

Sometimes things don't work quite as you'd expect. Below are a few troubleshooting queries that crop up from time to time. If you get stuck, have a read through these. If the answer you're looking for isn't here, contact your Winsborough support contact at [support@winsborough.co.nz](mailto:support@winsborough.co.nz) or 0800 222 068.

## I haven't received my invite to the survey yet.

There are several reasons why you may not have received your invite email yet, including:

- Invites have not yet been sent. Contact your survey sponsor to confirm. If invites have been sent, we will try resending you your invite.
- Your email address was entered incorrectly. Contact your survey sponsor to confirm. If it is incorrect, we will update your email address and resend your invite.
- Your email settings are preventing the email from being received. Check your junk/spam folder as it may have been redirected there. If it is not there, contact your Survey Sponsor.
  - The email address to search for is: [no\\_reply@winsborough.com](mailto:no_reply@winsborough.com)
- Your firewall settings are preventing the email from being received. This is an IT issue that needs to be resolved internally within your organisation. Winsborough can work with your IT department to help resolve this.

## When I click the link, the page isn't loading correctly.

- To access the system requires that you have internet access and a (supported) web browser with JavaScript and Cookies enabled.
  - Please clear your web browser cache and clear cookies and retry the link if you get stuck.
  - If you have gone through all the above options, let your 360 contacts know so they can work with you to explore other options for accessing the survey.
  - Alternatively, please send the URL and screen recordings or screenshots through to [support@winsborough.co.nz](mailto:support@winsborough.co.nz) and we will do what we can to help.

### **If I close out of the survey, will the responses I've entered be saved?**

Yes. If you click the next arrow at the bottom of the screen, your responses will be saved. You can log in later to continue the survey from where you left off by using your invite email.

### **I completed the survey, but I keep getting reminders.**

To complete a survey, you must click the 'Submit' button, located at the end of the survey once you've entered in your feedback. If this has not been clicked, the system doesn't register that you've finished.

If you keep getting reminders, log back into the system, click through to the end of the survey, and hit the 'Submit' button.

### **I do not know the individual well enough to provide feedback.**

Best practice suggests that working alongside someone for a minimum of 3 – 6 months before giving feedback in a 360, this is to ensure that you have had enough experience of them in a range of work states and situations to provide balanced and constructive feedback.

Please contact your 360 surveys if you don't think you can provide feedback and would like to be removed from this process.

## A little bit about us

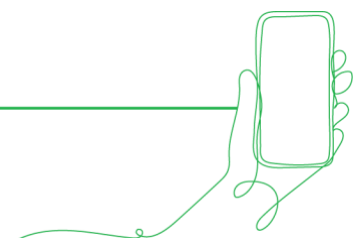
Winsborough specialises in the business of leadership – selecting, developing, supporting and enhancing leaders across public and private organisations, both in New Zealand and globally.

Winsborough believes all employees deserve better leadership and strives to help make this happen. The team at Winsborough are dedicated to improving leadership and performance at all levels of the organisation: individual, group, team, and organisation-wide. Winsborough is an All of Government provider and can engage with eligible government agencies through this contract.

---

Need more information? Contact the Winsborough Team:

[winsborough.co.nz](https://winsborough.co.nz) | 0800 222 061 | [support@winsborough.co.nz](mailto:support@winsborough.co.nz)



# Thanks!