



LEADERSHIP

DENISON LEADERSHIP DEVELOPMENT 360

A FEW NOTES



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND



TALENT MANAGEMENT

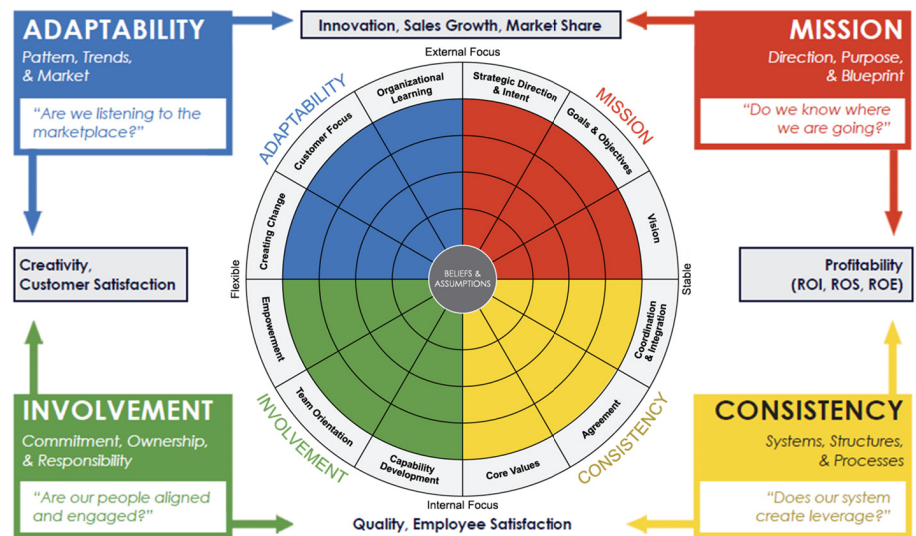
Feedback is a critical component of leadership development.

The purpose of the Denison Leadership 360 is to help you improve your leadership abilities and to increase your impact in the organization. The data is intended to create a better understanding of your leadership strengths and challenges. It does this by highlighting how the people you work with view your leadership capabilities in areas important to organizational effectiveness. As a recipient of 360 degree feedback, you have an opportunity to model how feedback can be used and valued in the organization.

360 degree feedback will help you:

- Develop an awareness of your perceived behavior in the workplace
- Build upon what you do well
- Focus on changes that you may need to make in order to be more effective as a leader
- Conduct honest conversations with your colleagues to further explore the results
- Pave the way for targeted action planning
- Take responsibility for your own development

Understanding Your Denison Leadership 360 Results:



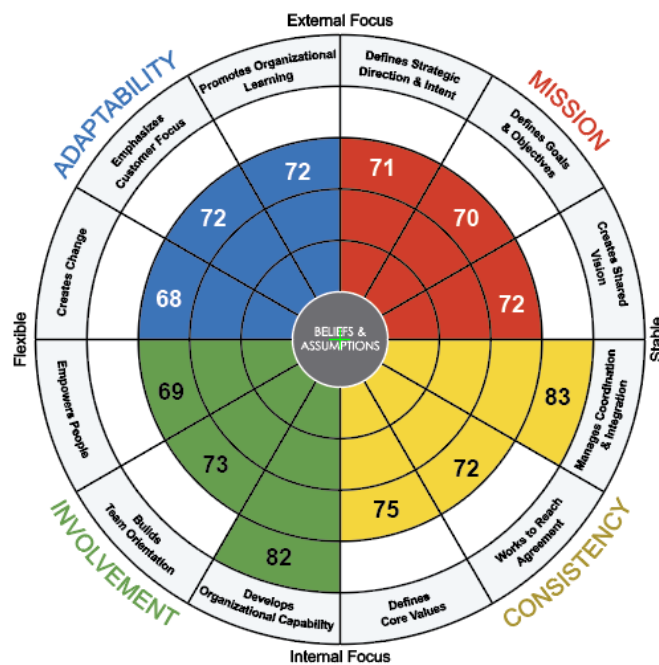
The feedback received is based on the Denison Model of High Performance – it looks at leadership through a High Performance Culture lens.

Interpreting the Scores – using percentiles to represent the ratings:

The Denison Leadership 360 uses benchmarking (comparison to other leaders) to display the scores for the various leadership indexes and items. For example, if you see a score of 73 in the area of "Builds Team Orientation", it indicates that you scored equal to or higher than 73% of the leaders against which your scores were compared.

By benchmarking your scores, the Denison Leadership 360:

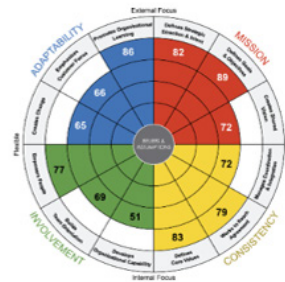
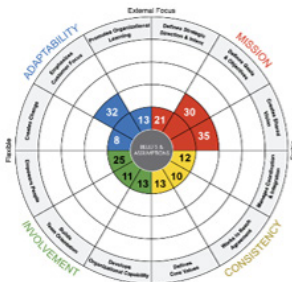
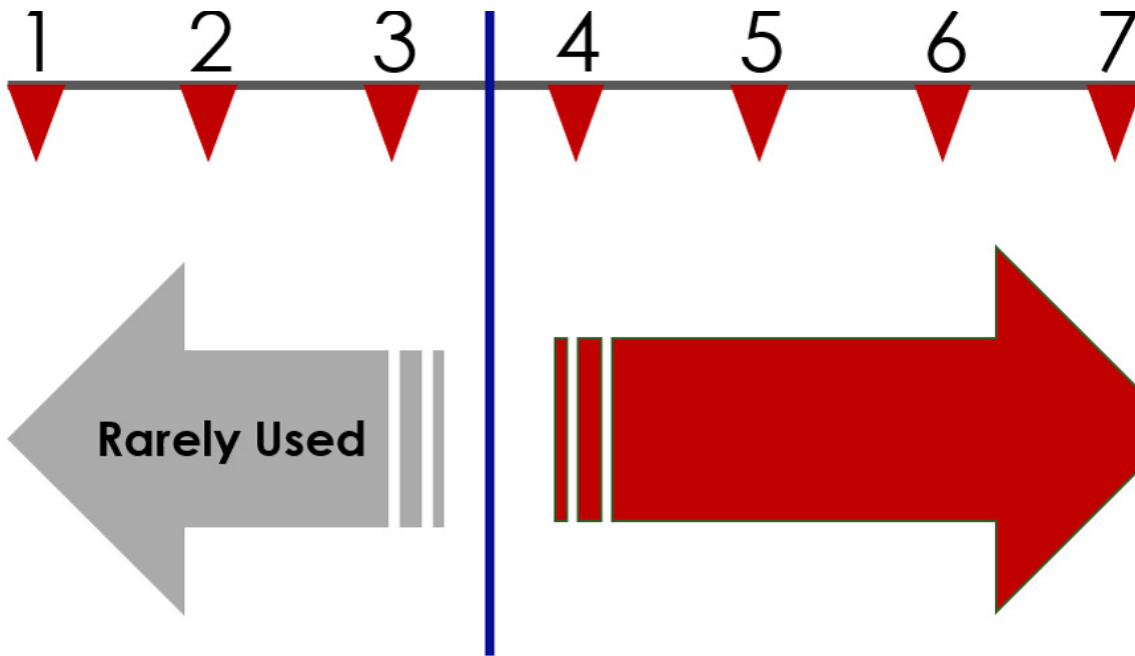
- 1) Highlights where you have opportunities for improvement
- 2) Recognizes that some leadership areas are easier to perform well in than others



A graphic representation of how the normative scoring helps sharpen both the areas of strength and opportunities for improvement is shown below:

Strongly Disagree

Strongly Agree



Lower percentile scores do not indicate that raters believe a leader has no capabilities in an area. Low scores most likely indicate that raters (including Self) perceive that there is opportunity for improvement in that area. Higher scores often reflect areas where an individual spends more of their time and energy as a leader.

With the Denison Leadership 360, you can make informed decisions about where and how to focus your time and energy going forward.

Using your 360 Feedback to Drive Honest Conversations and Thoughtful Actions: A Four Step Process

How you respond to the feedback and act upon the insights provided creates an opportunity to convey to others that feedback is both welcomed and valued.

You may have some questions about the feedback or specific data points that need further illumination. We recommend that you follow these 4 steps outlined below to thank your colleagues for the feedback provided and, where necessary, get additional clarity and insight. The ultimate goal is to work with your Manager to agree on a core set of priority actions intended to build on your strengths and address opportunity areas for improvement.

Step 1: Read through the report several times, taking note of both strengths and challenge areas. Note where the strengths and challenges are common among the various groups that provided feedback (**Content specific**), as well as where the strengths and challenges are unique to a specific set of raters (**Peers, Direct Reports or Boss – Context specific**)

Step 2: Identify 2 – 3 potential areas for development as well as strengths you want to leverage. Resist choosing development areas based solely on the lowest scores. Also consider what is important in your role and what will position you for future success. Highlight any areas for which additional insight would be of value and prepare to discuss those areas with the relevant rater(s).

Step 3: Meet with your Manager to review the 360 results and to share your initial insights and takeaways (including strengths noted and opportunities for improvement), and agree on priorities for action. Communicate your initial thinking about areas of development and your rationale for choosing those areas. Reach agreement on the areas of focus and the initial actions to be taken.

Step 4: It is a 'best practice' to have follow-up conversations with those who provided the feedback, particularly your Direct Reports. Conversations with Peers are encouraged as well. These can be 1-on-1 discussions or group discussions (depending on the setting that you believe will facilitate the most honest exchange). During those conversations, we recommend that you:

- i. Thank them for their input
- ii. Share a few key insights learned about yourself, including strengths noted and areas for improvement (indicates you took the feedback seriously)
- iii. Explore any feedback from the rater(s) for which you would like additional clarification
- iv. Describe the key actions you are taking as a result of the feedback you received
- v. Ask for their help and discuss how they might support your development efforts

NOTE: When having follow-up conversations with your colleagues it is important to enter those discussions with a mindset that conveys gratitude for the feedback, curiosity regarding areas where additional insight is needed and a commitment to action.

FOR MORE INFORMATION

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