

## Ask for 360° Feedback

Use this tool to collect feedback and relate it to you without identifying each individual source. You may identify those whose feedback you would most highly value. These individuals could be supervisors, direct reports, friends, family members, and others. Depending on the situation, other questions may be asked in addition to or instead of the following three. However, these three questions offer a way for you to receive external feedback that potentially increases your own self-awareness.

1. “What am I currently doing that I should do more of?”

2. “What should I start doing?”

3. “What should I stop doing?”

The coach or supervisor who is collecting the feedback schedules individual interviews with the selected individuals. These interviews can be conducted via phone, via video-conferencing platform, or in person. The interviewer takes notes from each interview and then pulls the information together to answer each question with each interviewee’s responses. The feedback collector notices patterns (such as receiving the same answer from multiple respondents) as well as outliers (a single idea from one responder). The interviewer prepares a written report and schedules a conversation with you.

During the feedback conference, expectations are clear that all feedback is offered anonymously, and you receive the feedback as a gift for your own growth, withholding any pushback or defensiveness (and resisting the temptation to discover who said what).

Once the feedback conference is complete and you have had time to reflect, answer these five questions.

1. “What will I do more of?”

2. “What will I start doing?”

3. “What will I stop doing?”

4. “What are the benefits of receiving this type of feedback?”

5. “What are some specific ways I will grow as a result?”