

360° Feedback



"This was the first feedback I had received that addressed the barriers I was creating to prevent my development as a leader in my organization."

*Lucinda Legel
Environmental Director
Flint Hills Resources*

What is 360° Feedback?

360° Feedback is a developmental tool that aims to provide a complete picture of a person's strengths, areas for improvement, and business or personal challenges from a variety of perspectives.

Our full 360° assessment typically includes feedback from direct reports, supervisors, peers, clients, vendors and even friends and family.

Whether aiming to manage performance, develop leaders to their next level, or create an organizational culture change, executives and senior leaders of dozens of organizations have found Learning as Leadership's 360° feedback to be a powerful ally in mapping a path forward and assessing progress along the way.



Learning as Leadership

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Our Process

Many 360° feedback processes are limited to generic written surveys designed to evaluate a set of *predetermined competencies*, neglecting the human element. Our highly personalized and in-depth feedback process is better able to convey an individual's specific strengths and contributions, their most crucial personal and professional challenges, technical skill gaps and behavioral areas for improvement. .

Customer Satisfaction

Of all the past participants surveyed,...

95% found our 360 feedback process extremely helpful to them

96% would highly recommend our 360 feedback process

Unique Collection Process

Personalized Analysis

- Our Coaches spend individualized up-front time with you to help you articulate your own self-assessment, potential blind spots, and determine what information will be the most useful for you to discover about yourself.
- Rather than using multiple-choice questionnaires, our trained interviewers conduct phone calls with each of your “feedback partners,” during which they tailor open-ended questions designed to search for and capture feedback that is specific, clear and relevant to your needs.
- Beyond simply revealing your areas for improvement, we identify where and how these growth-opportunities play out in your life on a daily basis—personally and professionally. We also begin to uncover the root causes of these limiting behaviors and their impact on others, providing you with more leverage for change.
- In addition to exploring your individual areas of improvement, we address organizational challenges and team dynamics to help you better understand how you contribute to them.

Unique Delivery

Empathetic, Direct & Constructive

- Our goal is that you be an active partner in receiving and using your feedback. Rather than simply creating a compilation of interviews, we synthesize the feedback into key behavioral themes, including relevant examples, and then spend at least 3 hours over the phone delivering and helping you process the information.
- Our empathetic yet direct debrief supports you in places where you may be particularly sensitive to the feedback, greatly enhancing your understanding & ownership of the content.
- You and your coach review your feedback to determine practices and action steps that will aid in your development as a leader.

Unique Follow-Up

Leverage The Information

- Our processes focuses on application. Whether it be through the feedback debrief sessions included in the feedback, or an array of in-depth developmental programs we offer in complement to the feedback, our participants make pragmatic improvements in their lives.

Our Products

Professional feedback

LAL's CLASSIC interview-based feedback collection. You will select six feedback partners from different areas of your life to offer their unique perspectives on your strengths, areas for improvement and business or personal challenges. We will sort and compile the results into essential themes that are echoed throughout the different interviews. This highly effective product is a good choice for middle managers and those in less complex business or personal environments.

Executive feedback

THE "DELUXE" VERSION. Executive feedback goes further than Professional feedback, delving deeper into the demanding requirements of complex leadership roles. Executive feedback involves at least 8 lengthier feedback interviews, and includes a section on team dynamics, collective business challenges & organizational cultural traits.

This option is highly recommended for CEOs, executive team members, department directors, rising talents – in essence, for leaders who manage several layers of direct reports, respond to a multitude of stakeholders and are involved in a variety of endeavors.

Written feedback

ON A TIGHT BUDGET? Although less powerful, this feedback is a cost-effective product that still offers many of LaL's 360° advantages. This process provides an opportunity for feedback partners to anonymously respond to an online survey, providing both qualitative & quantitative feedback.

	Professional Feedback	Executive Feedback	Written Feedback
Debrief & Coaching with Exec Coach	Up to 4 hours	Up to 6 hours	[Optional]
Number of feedback partners	6 people	8 people	10-15 people
Additional feedback partners	[Optional]	[Optional]	[Optional]
Type of collection	Phone Interviews	Phone Interviews	Online form
Strengths	Yes	Yes	Yes
Areas for Improvement	Yes	Yes	Yes
Role challenges	Yes	Yes	Yes
Team dynamics, business challenges, organizational cultural traits	[Optional]	Yes	[Optional]

Want More?

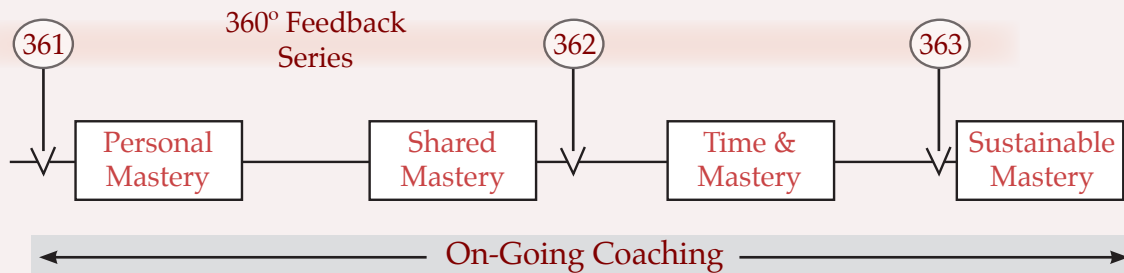
Learning as Leadership's 360° Feedback process is available as a stand-alone service or as an integral component of the LaL suite of programs.

If you're looking for a true "revolution in your evolution," consider combining 360 Feedback with our Personal Mastery seminar or our comprehensive 4-Mastery program.



4-Mastery is our year-long, comprehensive leadership development program, composed of **4 complementary seminars** (**Personal Mastery, Shared Mastery, Time & Mastery, Sustainable Mastery**). Combined, these seminars address the four components of success for any challenge, project or endeavor: the Self (Personal Development), the Direction (Strategic Thinking), the Implementation (Time Management) and the Learning Loop (Continuous Learning).

Rather than provide you with the usual "quick fix" tools and buzzwords, **4-Mastery** echanisms and drivers, and supports you to envision and implement powerful, outside-the-box alternatives. The included **continuous bi-weekly coaching** helps you break through implementation challenges such as the resurgence of old habits, the dissonance of change, and the trials of unforeseen obstacles.



Every step of the way, 4-Mastery integrates LaL's unique **360° feedback series**. Before attending your first seminar, you'll use the feedback you receive to clarify key professional and personal challenges and to identify the areas in which you need improvement. Prior to the third or second seminar, your "feedback partners" will offer written feedback on your progress and on your growth needs related to that specific seminar's themes, providing further raw material for – and a reality check on – your evolution. A final round of written feedback at year's end allows you and your LaL coach to realistically assess the strides you have taken – and those that still remain.

Few organization offer programs that target ingrained, automatic behaviors as effectively and comprehensively as Learning as Leadership.

Testimonials

The coaching aspect of LaL's 360 feedback is instrumental. I've used different online feedback services, and it can be somewhat daunting to receive a report and feel like you need to work through it yourself. Hearing the feedback verbally - with context and in some cases with examples - and then dialoguing about it with your coach gives you much better insight and understanding. Through that process, you discover if there are pieces of feedback that you're disconnected from (blind spots), and you explore why - it's a truly in-depth process of scrutiny and analysis. Also, your coach helps you assess what is most important to focus on in terms of your own areas for improvement. For me, the process was a real springboard for working on my areas for improvement within the context of the LaL seminars that followed.

Alison James
SVP of Human Resources,
Encore Capital Group

The feedback was very useful because of the identification and interpretation of consistent patterns in various domains. There were things I saw that I hadn't thought about, but when they were pointed out, I felt they were on the mark. It's a gift to have multiple lenses through which to see one's self, which is what 360 feedback provides.

Susan Jung
Professor,
University of Colorado

LaL's 360 Feedback process reinforced my motivation for changing patterns, and helped me set goals aligned with realistic assessments of my potential. It is unique because of the skill of the feedback gatherer, and the intensity of the process.

Harold Stowe
Former CEO,
Canal Industries

It was helpful to hear a narrative rather than bar charts and statistics. There were more nuances in what came out.

Eric Lin
Division Chief, U.S.
Government Laboratory

The LaL feedback process provided a structured forum for partners to give candid and relevant feedback. LaL's feedback is collected around individual opportunities for improvement rather than generic, broad based topics. This focused approach is more personally relevant, motivating you to improve those areas.

Leann Wilt
Director of Human Resources,
Venchurs, Inc.

This was the first feedback I had received that addressed the barriers I was creating to prevent my development as a leader in my organization.

Lucinda Legel
Environmental Director,
Flint Hills Resources

The LaL 'feedback collectors' elicited open and honest feedback from my co-workers and wife that helped me realize that I had a lot of work to do (in a positive way). Having a coach support me through the feedback delivery helped me read between the lines and not avoid some things I would have otherwise avoided.

George Judd
President and CEO,
BlueLinx Corp

The feedback process is well thought out and comprehensive. The 'feedback collectors' ask great questions and gather very good raw information, and LaL's coaches are outstanding at analyzing and understanding this information and presenting it to the individual.

Douglas Arbuckle
Research Director,
U.S. Government Laboratory

LaL's 360 Feedback put the information in the context of things that I wanted to work on, and brought out recurring themes that I hadn't fully appreciated. Prior feedback from other organizations did not relate the feedback to specific events or relationships, but simply reported back at a high level, leaving me grasping for specifics on how my behaviors were working against me in terms of realizing my goals.

Rich Cavanagh
Deputy Lab Director,
U.S. Government Laboratory

This feedback stands alone because it digs a level deeper into the questions and tries to reveal some of the issues that may lie underneath the surface.”

*Marco Goense
Reservoir Management Consultant,
Chevron Global Upstream & Gas*

The interactive way in which the feedback is gathered allows for much deeper probing into what the respondent is trying to convey. It is much more thorough than a multiple-choice approach that compares me to a database for the purpose of placing me in a statistical ranking. The result is that I got a much deeper look at my behaviors - complete with specific examples - than I have ever experienced with other feedback approaches. The way in which the feedback was delivered was also very important. For instance, I wasn't able to blow off the feedback since my coach gently but skillfully offered a mirror for me to see myself clearly, even when I didn't want to.

*Ian Curtin
Project Director,
The Contact Project*

I especially liked that the coach spent time not only with the feedback, but my thoughts, emotions and feelings about each feedback response. That was extremely helpful for me not only at the time, but also when I got to the Personal Mastery course and began my introspective journey. For me it was good to get used to thinking about what I was feeling and thinking.

*Lorenda Batson
U.S. Government Agency*

Partial Client List

<i>American Infrastructure Funds</i>	<i>LexisNexis Motiva Enterprises</i>
<i>Artech Inc.</i>	<i>NASA</i>
<i>Blue Linx Corp.</i>	<i>NAVAIR</i>
<i>Burroughs & Chapin Co.</i>	<i>NIST</i>
<i>Capital One Financial Corp.</i>	<i>OMRON STI</i>
<i>Century 21 Thomas</i>	<i>Qualcomm</i>
<i>Charles Schwab & Co.</i>	<i>Sandia National Laboratories</i>
<i>Criterion Catalysts</i>	<i>Shell Chemical Co.</i>
<i>CSAA</i>	<i>Shell Exploration & Production</i>
<i>Darden School of Business</i>	<i>Shell Information Technology</i>
<i>Dreyer's Grand Ice Cream, Inc.</i>	<i>Shell Oil Products</i>
<i>Encore Capital Group</i>	<i>Suffolk University</i>
<i>EnPro Industries, Inc.</i>	<i>Stanford University</i>
<i>Fairchild Semiconductor</i>	<i>Teach for America</i>
<i>Flint Hill Resources</i>	<i>Hyams Foundation</i>
<i>Ford Foundation</i>	<i>UltraLife Batteries</i>
<i>Harvard Business School</i>	<i>University of Colorado</i>
<i>Hayward Lumber Co.</i>	<i>University of Michigan</i>
<i>Jeffcoat, Pike & Napier, LLC</i>	<i>Venchurs Global, LLC</i>
	<i>Wastren, Inc.</i>

