

FAQ

Nine Practices 360-Feedback Diagnostic Tool

[What is this tool, and why use it?](#)

[How does the tool work?](#)

[Do the results need to be anonymous?](#)

[What do I do with the feedback?](#)

[How often should I administer the tool?](#)

[Can I modify the item statements?](#)

[Do I have to follow the steps in the template?](#)

[What should I do if I have one person who is uniquely critical of me? Should I ignore that person's survey results?](#)

[Are there other leadership surveys available?](#)

What is this tool, and why use it?

The tool is a way to obtain feedback on how others perceive how well you practice leadership. While you have an idea about how well you practice leadership, you can't have the same perception that others have.

Discovering how others perceive your strengths and areas for improvement can provide insight.

[Return to the top](#)

How does the tool work?

For details, refer to the guideline steps located in the Word template.

You ask people you work with to complete an anonymous survey including:

- Your boss
- Your boss' boss
- Peers
- Direct and indirect reports (if any)
- Customers (internal and external)
- Stakeholders

Examining the average results of each item provides insight into how you apply the nine leadership practices. You also self-assess and compare your results to the averages.

Using the results, you'll identify one to two items to focus on improving. For each item, you identify objectives, measurements, and a due date.

Ideally, you'll conduct the survey annually and compare results over time.

[Return to the top](#)

Do the results need to be anonymous?

You want the results to be anonymous. This encourages respondents to be more honest.

In addition to the 360-feedback, you should informally ask others about your leadership to get more qualitative feedback. As people realize that you sincerely want to improve and are open to feedback without being defensive, they'll be more forthcoming.

[Return to the top](#)

What do I do with the feedback?

Either with someone's help or by yourself, identify one to two items on the survey that you want to focus on improving. For each item, set objectives, measurements, and a due date. For an example, refer to the [360-Feedback Diagnostic Tool Summary Example](#).

Once defined, share your objectives with others and ask for their support.

If they see you being successful or reverting to old habits, give them permission to let you know.

If they give you feedback on how well you're doing, ensure that you thank them and remind them how valuable their feedback is. You don't want to be defensive – your intent should be to understand the feedback and not defend your actions.

[Return to the top](#)

How often should I administer the tool?

You should survey the people you work with once per year. After the first two years, you might want to wait longer between surveys.

[Return to the top](#)

Can I modify the item statements?

Yes. The items are designed to align with the nine practices (three items per practice). You can modify, add, or delete items.

[Return to the top](#)

Do I have to follow the steps in the template?

No. The steps are examples of what others have done to collect data. Feel free to modify these so that they better align with your specific situation or environment.

[Return to the top](#)

What should I do if I have one person who is uniquely critical of me? Should I ignore that person's survey results?

Sometimes, you might have one or two people who are unfairly harsh. This could be due to a number of reasons including:

- A recent incident that biases responses
- Someone who rates lower than the typical respondent
- Someone who is more honest than the other respondents

Although difficult, it's worth considering the validity of the responses, but it's up to you to include or not include the results in your data set.

[Return to the top](#)

Are there other leadership surveys available?

Yes. Several leadership service organizations offer 360-feedback leadership surveys. For example:

- The [Ken Blanchard Companies](#) offer a variety of [leadership assessments](#) related to their products.
- In the book, [The World's Most Powerful Leadership Principle](#), James C. Hunter offers a survey related to servant leadership that you can use to assess your capabilities.

[Return to the top](#)