



KARABA CONSULTING

Executive Coaching for Authentic Leadership

Sample - 360 Degree Feedback for [Executive Client]

1-1 Interviews with Superiors, Peers and Direct Reports

Key Strengths

1. Executive level [specific area] expert, comfortable at all levels of the organization, articulate, honest, politically astute, advises executives well in area of expertise
2. Loyal to organization, energetic, enthusiastic, strong work ethic, shows integrity, always interested in doing the right thing
3. Represents [Company] well and strengthens company image
4. Leverages external contacts, knows who and where to get information inside the organization
5. Stays abreast and informed in area of expertise and how current events affect the organization, understands what external contacts want and need, provides good external counsel for [Company];
6. Oversees area of expertise, sensitive to the pulse of the company, looks for opportunities to show employee appreciation and recognition



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Areas of Focus for Leadership Development

1. **Listen**: Exhibit exemplary listening skills and patience. For example, allow others time to finish their thought process and sentence while remaining focused on what they are saying. Make listening apparent by providing feedback using their words to paraphrase what you heard them say, such as "[their words...], is that what you were saying?" or "[their words...], did I hear you correctly?" Take notes on main points to aid in your ability to paraphrase. Write down commitments as needed to ensure accurate delegation and follow through.

Examples: [qualitative feedback samples]

2. **Collaborate**: For example, inform CEO weekly by addressing anticipated issues. Listen to ideas, state what you heard, offer additional thoughts, and pay attention to decisions generated during discussion. Check in to determine whether an executive decision was made. Be willing to take direction from superiors. Back down when body language, tone of voice, or emotional temperature is high. Know when to approach others and when to walk away, drop, or postpone the issue. Negotiate action with other colleagues, for example, "Is there a better way we can do this?" and allow for input.

Examples: acts on own (does not obtain agreement from necessary stakeholders before taking action or committing superiors to take action), exhibits "I know best" attitude, does not recognize weaknesses in [area of focus], tends to be defensive vs. open, disrespectful of others especially executive level team members and superiors, locks on an idea where insistence of idea shuts listening down, repeats [area of focus] strategy repeatedly "like a broken record," does not negotiate



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3. **Respond**: Take responsibility and appropriate action when quality of work is questioned at a high level within the organization. Address issues with team and coach members to deliver high quality deliverables (identify and close gaps to meet client expectations of quality), or take other appropriate actions in order to meet the demands of [Company] culture (e.g. bring in outside expertise to shore up weaknesses and deliver high quality products to both internal and external customers).

Examples: [Qualitative feedback samples]

4. **Strategic Planning**:

Frame issues properly when presenting to others. Approach people in advance and allow them to plan their resources. Think continually about how to use contacts to promote the company strategically. Preserve [Company] mission and be sensitive to [other areas of the business operation]. Take perspective as a leader of the company. Shift from fire-fighting mode to providing structure, planning, and communication in advance demonstrating a respect for others' time and resources. Articulate high level cohesive strategic statements.

Examples: [Qualitative feedback samples]

5. **Communication**:

Provide a clear project scope. Be direct when making requests of others. Listen during 1-1 meetings and put aside personal agenda. Slow down. Be aware of audience and adjust presentation and interaction accordingly. Moderate passion and maintain ability to communicate strategically. Provide factual framework (e.g. audience, deadline, back story and strategy) - a simple 30 second pitch.

Examples: [Qualitative feedback samples]



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Next Steps:

1. [Client]: update areas of focus incorporating 360 feedback
2. [Client]:: create a specific action plan including progress measurements
3. [Client, Coach, Key Stakeholders]: review areas of focus, solicit [Superior's] input and ideas for items and measuring progress, update primary focus areas to meet executive level needs
4. [Client]: send thank you to participants of the 360 process sharing areas of improvement and planned actions to address feedback provided
5. [Client]: identify champions to assist in supporting development efforts and clarifying client internal customer gaps
6. [Client and Coach]: check in with 360 participants to measure progress