

## Competences for 360° review for emerging leaders

We know from extensive research that successful people have strong **personal qualities**, they can work well with others and therefore have good **effective interpersonal skills**, they are analytical and are confident to take risks and so are able to solve problems successfully and they have the underlying characteristics that define **leadership**.

We use these four areas of competence to analyse individuals and their qualities, strengths, gaps to be filled and blind spots. This analysis then forms the basis of coaching interaction and training to support personal and professional development.

### The four areas of competence

#### Personal qualities

- Integrity
- Dependability
- Work ethic
- Self-awareness

#### Inter-personal skills

- Respect for others
- Social awareness
- Communication
- Collaboration

#### Problem-solving skills

- Ability to analyse
- Creative
- Decision maker
- Always learning

#### Leadership skills

- Solutions focused
- Takes the initiative
- Co-ordinates
- Encourages

We use a questionnaire that has questions linked to the each of the four sections highlighted in the diagram above. Each question requires the participant to score themselves on a 1 – 5 scale. 1 = almost never and 5 is nearly always. We also include some open questions that require a comment.

We are looking for three main characteristics that are incorporated into the questions being asked and these include the frequency with which the individual is seen to act, their competence in

performing certain tasks and their effectiveness in how they achieve positive outcomes as part of their role within the organisation.

The process or cycle for this 360° review is as follows. It is essential that all those who take part are fully committed to process and that it is seen as a professional development tool for the individual to reflect on and define their own strategies for improvement, growth or development.

### The Process or Cycle of the 360° review.



The 360° review process necessitates that the questionnaire is for self-appraisal, peer-appraisal and line manager appraisal. In some instances, the leadership team along with the participants may want to include learner appraisal or subordinate appraisal. This would need to be decided on as part of the first and second elements of the process outlined above

The questionnaire results are anonymous in relation to who said what and provide a data set that is for each participant in the programme to reflect on their own qualities, strengths, their gaps to be filled and where appropriate their blind spots, what they don't know about themselves. We provide an analytical tool that will allow them to reflect on their priorities for change and development.

There is a clearly defined process that includes a coaching conversation for each of the participants. This process is as follows:-

**Read:** we present the findings from the 360° review once it has been analysed and includes raw scores, percentile scores and specific positive feedback obtained through the responses to some of the questions where a comment is invited.

**Reflect:** We provide a model which is a framework where individual participants can reflect on their own strengths and how they can define their own learning journey that will add to their strengths and help them to achieve their specific goal for the future. This is a very important step in the process and requires time and an opportunity to have a conversation with a coach ideally from Learning Cultures.

**Plan:** Each participant should have a clear set of priorities for development that are specific, measurable, achievable, realistic and time related. This is underpinned by the coaching programme that allows each individual participant to develop and grow as emerging leaders and gain the skills of a coach.

**Execute:** This is the most important part of the process. There is an imperative to ensure that individuals are able to work towards achieving their goals with regular opportunities to reflect share their successes, areas for improvement, barriers to success, ideas and solutions.

### **Undertaking the 360° review**

All of the above can be conducted as a virtual process. We would need to have a named person who could help us to co-ordinate the process. It is for the Senior Leadership Team or the manager in charge of the Future Leaders Programme to ensure that all those involved are aware of the purpose of the review and how it will support them in their quest for the next stage in their professional journey.

Learning Cultures will co-ordinate the delivery of the questionnaires with a clearly defined timescale for their return. This would necessitate questionnaires being sent out to at least three different respondents linked to each individual i.e. the individual, a peer and a line manager.

Learning Cultures will collate the information and provide the results to the individuals taking part in the review. We will also co-ordinate coaching conversations with each of the participants. The essential nature of this process as part of a coaching programme is that we are looking to focus on the positive and how this process is an opportunity for celebrating strengths and ensuring that a programme of professional development will lead to self, team and organisation improvement and to each participant achieving their goal in relation to leadership potential.

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