



BLC Leads Leadership Institute P360 Assessment Instructions

Share your P360 findings:

www.bcoognitionlabs.com/blc

Overview

You may have heard of “360”-style assessments, which are designed to solicit feedback from everyone you work with. Traditionally, these assessments require 10 - 15 people in your workplace to fill out a fairly comprehensive set of questions about you.

Our Personal 360 (or “P360”) is a simpler, more direct way to get the same kind of feedback more quickly, by asking a sample of people you work with to tell you what you do well and how you can improve.

The P360 approach gives you great data. However, perhaps more importantly, it also signals to people that you are interested in improving, that you are open and ready for feedback, that you take their perspective seriously, and that as a result of this BLC Leads program, they may soon see you start to act differently.

Take a look at our short video, available at www.bcoognitionlabs.com/blc, to learn more about the P360.

Instructions

1. Take a deep breath. We know this can be a bit hard, but we're also confident that you can do it. Along the way you'll learn a lot of valuable information.
2. Pick 5 – 10 people whose feedback you would like to have. Be sure to include your manager, one or two of your reports, and a peer or two. Try to include people you get along with easily, AND people you *don't* get along with easily. The main requirement is that the people you pick will have had the chance to see you at work, in meetings, in email conversations, on zoom calls, so they will have an idea of how you lead.
3. Ask each person these two questions. You can ask in person, by phone, by email, via text or chat, on a Zoom call, etc.
 - a. What is one thing I already do well in my leadership?
 - b. What is one thing I can do to improve my leadership?
4. Collect their answers in the **worksheet we've provided** at www.becognitionlabs.com/blc.
5. Sift through their answers, looking for themes or patterns that can give you a sense of the strengths you want to reinforce and the areas you want to target for improvement.
6. Share a summary of your findings via a form (**details below**) at www.becognitionlabs.com/blc. We'll compile the data and report to the group in aggregate during the workshop on Day 2 of the Leadership Institute. This will be an opportunity to think together about our collective strengths and challenges.

A Few Other Things to Keep in Mind

- Humans don't normally invite direct feedback about how we're doing and how we can improve. You may find this a bit scary, and your respondents will likely also be hesitant to reply.
- Not everyone will feel comfortable telling you what they think. Let them know their reply is optional, and plan to ask a few more people than you need. Sometimes they will need some time to think about what to say.
- Many times people will avoid answering directly, and beat around the bush a bit. You may need to help them by filling in the blanks for them. Example: your respondent says "We always know what you think about things . . ." You might ask "Should I keep my opinion to myself more often? Should I listen to people more?"
- You may need to read between the lines a little.
- Avoid overcomplicating things: i.e. you don't need to construct an elaborate online survey.
- Some people may want to give you an itemized list of improvements you can make: you only need the most important: if this happens, you can say, "Of the ideas you gave me, which do you think is the most important for me to think about first?"
- You may feel vulnerable and wonder if people are taking advantage and picking on you a little. We've found most people really respect someone asking how they can improve and offer their best, most honest thoughts.
- You might get some ideas from people whose sincerity you doubt. Happily you're in charge of the interpretation, so you get to pick the feedback you want to take to heart.

- On Day 2 of the Leadership Institute, we'll be leading a workshop and will ask you to reflect on some of the things you learned in your P360. You get to pick what to share. If you're uncomfortable, you will have the right to pass.

Sharing your P360 Findings

We invite you to share a summary of your findings at www.b cognitionlabs.com/blc. You don't need to enter all of your P360 data — just a short summary and your reflections.

- How many people did you consult?
- What you heard: top 3 things you do well
- What you heard: top 3 things you can do better
- Your reflections on what you heard

We're looking forward to seeing you in June!

Josh, David, and Stephanie
B. Cognition Labs

###