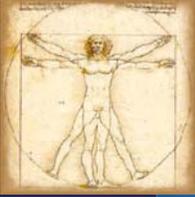


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360° Feedback Giving and Receiving...



Leadership 101 Class

U.S. Department of the Interior
U.S. Geological Survey

360° Feedback What are the benefits?

- Professional & Personal Development
- To help you better understand your strengths and your development opportunities from varying perspectives

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What is Feedback?

- A gift
- 100% about the giver
- Up to 50% about the receiver
- Priceless!

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Soliciting Personal Feedback

Golden Rule of Effective Leadership

“Do not fly blind! Know where you stand with regard to the perceptions of others.”



Soliciting Personal Feedback

Some reasons we fly blind:

- Fear of what we might hear
- Culture (not wise to point out when the emperor has no clothes)
- Failure to realize the importance of being self-aware





The Gears

- 1st Gear – I, Me, Mine
- 2nd Gear – Walking a Mile in Another's Shoes
- 3rd Gear – An Observer, Considering the Situation Objectively (detached from emotion) . Neutral position.



How does this work with a 360° feedback?



The Ladder of Inference



Receiving Personal Feedback

The very data we least want to hear is precisely the data we most need to hear!



Receiving Personal Feedback

Keys for feedback:

- Do not “assign” feedback to individuals
- Listen to discover personal meaning
- Focus on what triggers you most
- Expect conflicting feedback – think about it
- Follow, reflect, seek to clarify
- Appreciate the courage and honesty it took to provide you the feedback



Giving Feedback

“The courage to tell the truth and to tell it with compassion is found in exceptional leaders.”

- Dusty Staub
The Heart of Leadership



360° Feedback Information

- Responses from Employee, Peer, Self & Supervisor
- Written comments at end are critical
- Certain questions are reversed scoring



360° Feedback Exercise

Do not read your feedback until you have connected with a partner...

- Find a partner
- Read your own feedback
- Switch and read your partner's feedback
- Each partner takes turns sharing what was learned about his/her own feedback
- Then each partner takes turns reflecting upon what he/she learned from reading the other person's feedback

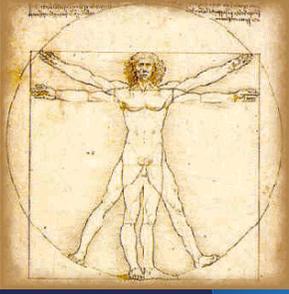


Action Plan

- On Wednesday, you will craft your action plan based on feedback, DiSC, and vision.
- Reflect between now and then about 1-2 main areas that you want to develop.
- Think about strengths, not just challenges
- This will help you be prepared to develop an action plan Wednesday morning.



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The image shows the USGS logo in the top left corner. Below it is the Vitruvian Man drawing by Leonardo da Vinci, centered on a dark blue background with a light blue triangle at the bottom right. At the bottom left of the image area, the text 'U.S. Department of the Interior' and 'U.S. Geological Survey' is printed.
