

## Using Three Sixties to Develop Managers and Leaders



## The Presenters

**Moderator**



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*President*  
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**Expert**



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## Executive Perspectives



**John Sumberg**  
*Managing Partner*  
**Bilzin Sumberg**



**Hal Little**  
*Director Field Veterinary Services*  
**Merial**

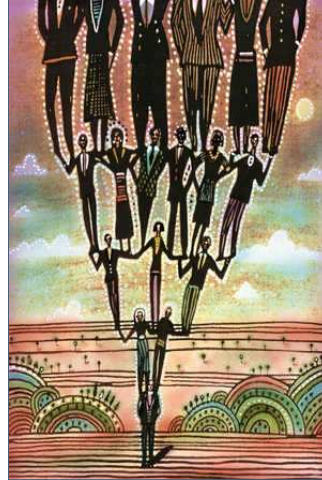
## Discussion Points

- How to utilize a Three Sixty evaluation
- What a Three Sixty can provide
- The goals that can be achieved by using a Three Sixty
- How to utilize the experience even after the Three Sixty is complete

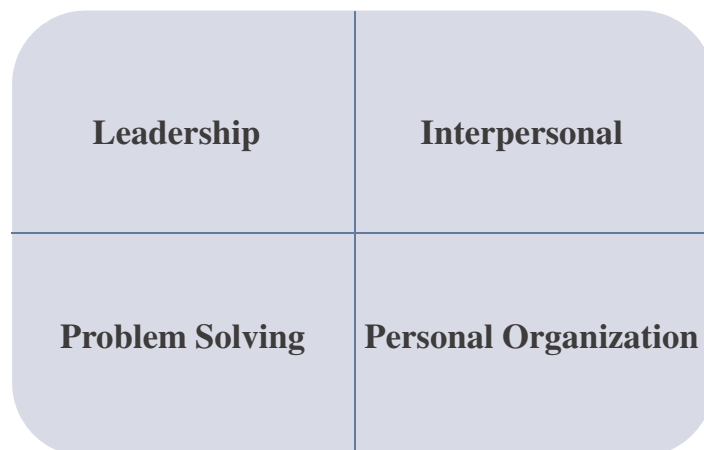


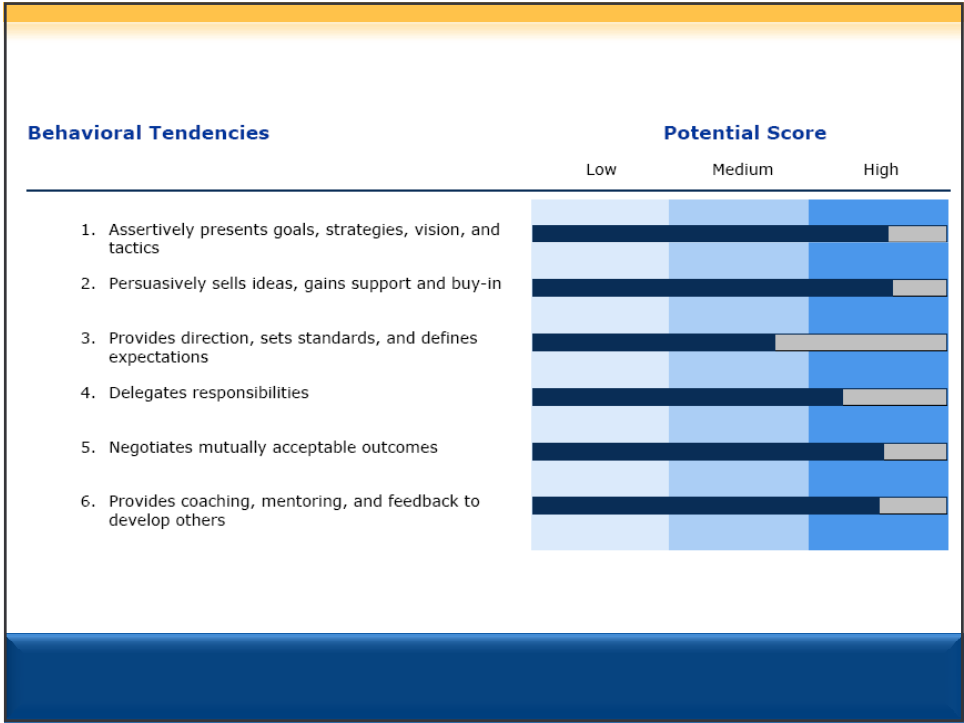
## Using a Three Sixty

- Some companies use Three Sixties as a standard practice.
- Aids in the development of managers and leaders.
- Useful practice when looking to coach a team.




## The Three Sixty Process





## Areas of Evaluation



Peers, managers and direct reports evaluate individual in the areas of:

- Leadership*
- Interpersonal Skills*
- Problem Solving*
- Personal Organization*

# Caliper Three Sixty Plus

*Caliper Profile results*

+

*Ratings from others*

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*In-depth analysis of perceptions and motivators*

## A Greater Insight



If the feedback from the Three Sixty indicates that an individual does not delegate well, the Caliper Profile can help uncover why people may feel that way.

## Bilzin Sumberg

- Opposing leadership styles can become a roadblock if managers are not coached.
- Three Sixties can help a management group understand how to work best together.
- Taking the time to analyze your team's strengths can help people adapt their styles and work more effectively.



## Three Sixty Results

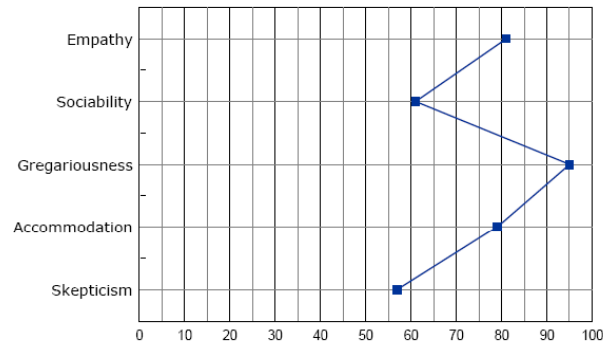


- Provide feedback on an anonymous basis
- Outline results quantitatively
- Include action plans and resources for development

## Do you know what styles work best in your organization?

### Interpersonal Dynamics

#### Personality Attributes



## Learning About Yourself

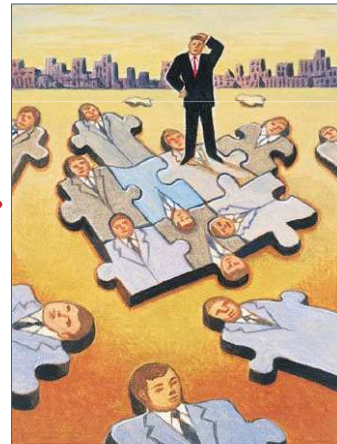
The Three Sixty allows you to see how you fit in with the people you work with.

*How do you connect with people?*

*Does your style coincide in with how the group operates?*

*Do you know what the issues are?*

*Are you willing to serve as a coach to your people?*



## Ask for Feedback!



## You have to be open!

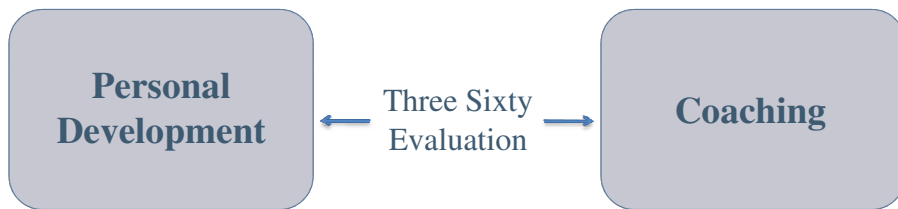


- An individual must be open and willing to change in order for the Three Sixty to have an impact.
- A commitment to development is important.
- A willingness to improve will have a positive impact on people's perceptions of you.



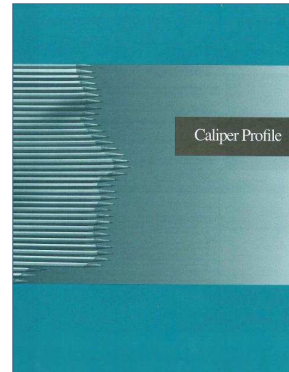


By learning to work together more effectively, relationships in the workplace can improve.



# The Caliper Profile

- Helps you understand from where certain behaviors stem.
- Allows you to see where your strengths and areas of development lie.
- Enables you to pinpoint areas of improvement and come up with actions plans.



## Ratings can vary based on the group giving the feedback.

### Interpersonal Feedback

	Average Rater Score*	Manager	Peer	Direct Report	Customer / Other	Self
Overall Interpersonal Dynamics	5.6	5.4	5.2	5.7	6.4	6.4

### Specific Question Results

1. Initiates relationships with customers and business associates	6.7	7.0	6.3	6.7	7.0	7.0
2. Maintains existing relationships	6.5	7.0	6.3	6.3	6.3	7.0
3. Cooperates with others	5.2	4.0	5.0	5.7	6.3	6.0
4. Listens and adapts to feedback and other points of view	4.8	4.0	4.3	5.0	6.0	6.0
5. Accepts and responds well to supervision	4.7	5.0	4.0	5.0		6.0

## How much can we really change?



- The traits that are important in one position may differ from those that are required in a management role.
- Strengths can become inhibitors when there is a role change.
- Management roles require developing direct reports.

## Connecting with a Coach

- Working with a coach during the Three Sixty enables the individual to better understand behaviors.
- Coaches are able to take the Three Sixty feedback and put them into perspective.

Coaches can also provide:

*Clarity*

*Insight*

*Recommendations*



## Awareness is the key to self-development.



## Ask Questions!



- Leaders who possess a very direct style can benefit from taking the time to ask questions.
- Asking questions can create a more open and collaborative work environment.
- Personality is set, but behavior is not.
- Change is difficult, but having the desire to change is the key to success.

# Merial

- Seek team improvement
- Team of 30 veterinarians with accompanying sales districts.
- 30 veterinarians report to Director.



# Management Structure



**Issue:** Unconventional reporting relationships can make collaboration difficult.

- ✓ Understanding how to address issues via a Three Sixty can aid in creating a more cohesive team.

## What does your team need?

- Giving all direct reports personal attention can be difficult.
1. Three Sixties can help leaders determine effective communication methods.
  2. Using a Three Sixty can help managers become better coaches and advisors to their team.
  3. Understanding how to work with each team member can allow managers to be more collaborative.



## Analyze Your Team



- ✓ How do you communicate?
- ✓ How do you collaborate?
- ✓ How accessible is management?
- ✓ Does your team want feedback?

## Coach Your Team

1. Know the characteristics that are shared by your team.
2. Understand where their strengths and limitations lie.
3. Determine how their perceptions from the Three Sixty fit in.
4. Use the Three Sixty results to build a team strategy and action plan.



Three Sixties can help your team move forward.

**Three Sixty success within your company can translate into success with your customers.**



## Creating a Standard



- The Three Sixty process can create a new standard of excellence in your organization.
- Your team will feel more engaged when management looks to develop them.
- Three Sixties create a more open and honest environment.



## Approaching Three Sixties

1. Go over your goals with a coach.
2. Determine the areas that you know you need to work on.
3. Explain to your team that this is a *developmental* tool.
4. Communicate the benefits that can be achieved.



Development is ongoing!

## Three Sixties

1. Utilizing Three Sixties during tough times will put you in a better position when the economy turns.
2. Outlining the need for a Three Sixty to your team up front will build trust.
3. Don't wait! Teams rely on their leaders for development.



## Performance Reviews



## Three Sixties

- ✓ Yearly evaluation of performance
- ✓ Compensation changes
- ✓ Individual review

- ✓ Developmental tool only
- ✓ Reflections with manager
- ✓ Evaluation of team perceptions

## Three Sixty Insights



- A Three Sixty can enable an individual to have concrete ideas on how to progress.
- Lines of communication are opened when an individual is willing to change.
- Management is able to work more closely with their people.

## The Development Plan

<b>Goal</b>	<b>Initiates relationships with customers and business associates</b>	
<b>What are the behavioral changes you would like to achieve?</b>	<ul style="list-style-type: none"> <li>▪ Take more initiative in meeting new people</li> <li>▪ Refine my ability to briefly discuss our company's products and services</li> </ul>	
<b>Strategies and Action Steps</b>	<b>Involvement of Others</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>▪ Read one of the suggested books provided in the developmental suggestions</li> </ul>	None	8/1
<ul style="list-style-type: none"> <li>▪ Meet at least 4 new colleagues internally and 4 new external associates within the next 2 months</li> </ul>	Clients and new colleagues	9/1
<ul style="list-style-type: none"> <li>▪ Review with my boss my progress after two months</li> </ul>	Manager	9/15

# Including Coaching

## My Development Plan

Goal #1			
What are the behavioral changes you would like to achieve?	?		
Strategies and Action Steps	Involvement of Others	Target Dates	
?	?	?	

# Three Sixty Tips

- Individual results are strictly confidential.
- Development plans can be discussed with a manager.
- Being open to the process will equal success.
- Those who are willing to change see the most improvement.
- Leaders and managers should approach their teams about Three Sixties before implementing them.



## Develop Your Talent

- Now companies are required to do more with less.
- Three Sixties allow managers to develop the potential of their people.
- Three Sixty evaluations can enable a company to obtain their next level of success.



**Thank you for  
joining us!**

For more information on Caliper's  
Three Sixty Plus, visit

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