

360° Briefing Document

Introduction

The purpose of this briefing note is to outline the 360° process that will help you prepare for the Taylor Wimpey **Managing for Success Programme**. We hope it will answer any specific questions that you may have.

360° – An Overview

360° is a 'perception-based' insight tool that offers you the opportunity to receive confidential feedback from a wide range of 'observers' (normally 8 – 12 are selected). You'll answer an online questionnaire about yourself, rating your own performance across a range of behaviours – and you'll invite your group of 'observers' to answer the same questionnaire from their own perspectives. The questions have been designed to reflect the behaviours required to lead and manage Taylor Wimpey moving forward. Their responses will be grouped together so they remain anonymous – except for your manager, whose responses will always be clearly identifiable. The option of anonymity encourages honest and constructive feedback from observers who may not normally have a chance to offer it – you may well be asked to do the same for some of your fellow participants on the **Managing for Success programme**.

At the end of the process you'll have a one-to-one meeting with the programme facilitator who will talk you through your individual 360° report.

The Benefits of 360°

360° has benefits both for you as an individual and for the company. The benefit for you is that you can focus on your own 'self-development'. A confidential report is produced collating the views of all those from whom you requested feedback. This allows you to begin to understand how you are perceived by your observers at work. It is recognised that these perceptions may vary, e.g. your manager will generally perceive your strengths in particular areas differently from your direct reports. You're encouraged to share your profile with your manager enabling more detailed discussions on perceived strengths and development areas.

The 360° process can also identify any common development themes for the organisation as a whole. This aggregated and anonymous data can be used to inform development and training activities for the whole of Taylor Wimpey.

Selecting Observers

Stage 1 – Deciding who to invite

You should meet with your manager to discuss which observers you should invite to complete your 360°. They should be people with whom you work closely and you feel will provide honest and constructive views of your work behaviours. It is better to receive feedback from fewer 'high quality' observers whose feedback is valued.

You should select a **minimum of 2 observers in each category (except the managers category)** to guarantee their anonymity. If this is not possible, you have 2 options; 1) you should make them aware that their responses may be identifiable and ask their permission before you continue 2) you add the name of the individual to another category they may not fall in to, but are an individual whose feedback will be valuable.

It is advised that you select a **maximum of 12 – 15 observers** who you know will commit to give really good robust 360° feedback. 3-5 of these observers are normally reports, with the remainder falling in to the others and colleagues categories.

Stage 2 – Asking permission

You should always ask permission from your observers beforehand. Remember that most of them are not likely to be taking part in the **Managing for Success programme** so will not know what the feedback is related to, or the purpose of it. In addition, this gives you the chance to identify anyone who may be unable to complete for any reason (holiday etc.).

If at any stage of this process you have questions or would like advice, please don't hesitate to contact Melanie Medhurst (melanie.medhurst@3ghr.com).