The OPM 360 Leadership Report

A Coaching Guide

ASPR/BARDA
Senior Leadership Cohort
2014-2015

Understanding Typical Reactions to Feedback

- **Shock/Surprise** – Eyes glaze over; look of trauma – May sound like "I'm overwhelmed by what they've said about me…"

- **Denial** – The feeling that you don't believe what the feedback is telling you – May sound like "I don't do that" or "I can't believe they said that, it's not true…"

- **Anger** – Being upset about what you are hearing. Also can be displayed as confusion.   May sound like "How could they say that about me…", or I'll get them…"

- **Rationalization –** The tendency to dismiss the data for logical reasons. May sound like "Oh well, it doesn't matter anyway…", or "the instrument must be wrong…"

- **Acceptance** – The ability to see the merit in what people are

Tips for How to Receive Feedback

- Suspend judgment

- Have an open mind

- Focus on understanding, not explaining

- Stay curious and seek additional feedback

- Try to see patterns

- Think about the implications

- Use the useful

Assessment Review Strategy – Take some time on your own to reflect:

Personal Reflections:

- What were your initial thoughts and reactions to your OPM Leadership 360 results?

- What surprised you?

- What pleased you?

- What do you want to know more about?

- What factors are influencing your back home environment that may have impacted your results?

Analyzing and Sorting Your 360 Data

What is the good news and surprising	*What is the good news and not surprising*
What is the not so good news and surprising?	*What is the not so good news and not surprising?*

Patterns in your Data

Did you notice a pattern of scoring yourself consistently higher or consistently lower than your other raters scored you? If so, what are your thoughts about these patterns?

- Did you notice any patterns in your supervisor's ratings?

- Did you notice any patterns in your peer's ratings?

- Did you notice any patterns in your subordinate ratings?

- What patterns did you notice in your data overall?

- Did you identify any gaps among your rater groups for any competencies? If so, what are your thoughts about these gaps?

- Did you notice any asterisks (*) in your data? *(this indicates low inter-rater agreement among raters within that specific question. Low agreement is defined as a 3 point or greater difference between at least two raters for that specific item.)* If so, what patterns did you notice?

  What are your thoughts about these patterns?

  Did these asterisks surprise you?

Determining what to work on

Self Score	"Other" Score	Assumption
High	High	This is a recognized strength
High	Low	Could be a blind spot for you
Low	High	Area of explorations – what do others see that you do not
Low	Low	This is a recognized area for development/improvement

What are your strengths and areas to develop?

Competency Strengths	Competency Development Areas

Sharing Your Results

How will you share your *OPM Leadership 360™* assessment results with others?

With your supervisor(s)?

With your peers?

With your subordinates?

How will you express your appreciation and thankfulness to your raters for investing some personal time in your professional development?

FOLLOW UP ACTIVITIES

Topics to discuss with my supervisor
1.

2.

3.

4.

Topics to explore with my peers
1.

2.

3.

4.

Topics to explore with my direct reports
1.

2.

3.

4.

My plan for sharing my results with others

My plan for thanking my raters

GOALS WORKSHEET #1

After you identify your strengths and development areas, choose one or two goals that will guide your growth. Use the S.M.A.R.T. (*Specific, Measurable, Action-oriented, Results-oriented, Time-limited*) goal format.

Goal #1: _____

Following this course, I will (describe your action plan)**...**

Evidence of my progress will include (Measurable results or improvements that are observable by others)...

The personal benefit for me will be...

The benefit to my agency will be...

GOALS WORKSHEET #2

After you identify your strengths and development areas, choose one or two goals that will guide your growth. Use the S.M.A.R.T. (*Specific, Measurable, Action-oriented, Results-oriented, Time-limited*) goal format.

Goal #1: _____

    Following this course, I will (describe your action plan)**...**

    Evidence of my progress will include (Measurable results or improvements that are observable by others)...

    The personal benefit for me will be...

    The benefit to my agency will be...