

# iLead 360

*“Feedback is free education to excellence.  
Seek it with sincerity and receive it with grace”*

~ Anne Marie Houghtailing

Feedback is the raw material we need to take us forward and the goal of this exercise is for you to get the honest information that will build your self-awareness and increase your leadership impact.

iLead 360 is a quick way to get immediate feedback. Although it's not a comprehensive assessment, if carried out effectively, it does give a high level snapshot of what's it's like being around you, the value that you bring, unique aspects of how you lead and some words that describe your brand.

To undertake this exercise, you will have already chosen your **Buddy whose role it will be to carry out iLead 360 on your behalf**. We ask that you connect with your Buddy to set up brief yet insightful conversations with four to six colleagues that you each identify (so you identify your 4 to 6 colleagues, and your Buddy identifies their 4 to 6 colleagues).

## Who to Select?

We suggest that you select your colleagues from the following categories:

1. **Direct Reports** – Those who report to you formally or informally
2. **Peers** – Colleagues of the same grade or level whom you work regularly
3. **Line Manager** – Someone you report into, those who are more senior to you

Please note that this exercise is not about assessing your skills, so we really encourage you to think about whose feedback would be of most value to you. Therefore, in making your choice stretch yourself and your Buddy to go beyond your comfort zones!

The questions we have crafted are intentionally open so that the person responding is not restricted to a 'yes' or 'no' answer. The conversation is intended to be a **positive constructive experience** where you tease out what is great about being around your 'Buddy', and what other people's perspectives might be about how it could be even better. This is as much about your skill as a Buddy in getting powerful, insightful feedback in a short space of time.

## Process

- **Identify 4 to 6 Key Colleagues** – people with a vested and very real interest in what you do and your career (direct reports, peers, line manager)
- Once chosen, let them know to expect a call from your Buddy who will explore 'what it's like to be on the receiving end of you' - your effectiveness and impact as a leader
- You provide contact details of the Colleagues you have chosen and give this to your Buddy
- Your Buddy then sets up a 30-minute call with each Colleague
- Your Buddy has the conversation, asking powerful probing questions that gets beneath the surface
- Your Buddy records, summarises and **shares the feedback with you at the next workshop**

**Remember, this is a two-way process. What your buddy does for you – you do for them!**

## Rules of Engagement

- Your 'Buddy' is responsible for setting up the conversations with your Colleagues
- All conversations must be held before the next workshop and **NOT shared with each other or anyone else before then**
- As a 'Buddy', your task is to take comprehensive notes reflecting what you hear and **NOT make any judgement**
- All feedback received is to be **treated as confidential** and only shared with your **Buddy**
- As a Buddy you must also write up the feedback and share it at the next workshop

**No feedback can be given to your 'Buddy' before the next workshop**

## Outline Questions

- What's it like being around {Name}?
- What do you see as their core strengths?
- When they are at their best what are they doing/how are they being?
- What should they continue doing?
- What should they stop doing?
- What are the unique aspects/characteristics of their leadership?
- What words would you use to describe their personal brand?

## Top Tips

- Provide a brief introduction and context – 'I'm carrying out this exercise on behalf of XXX'
- State that you will be taking notes and feeding back to your Buddy
- Set a safe environment and **emphasise confidentiality**- iLead 360 is being carried out in service of your Buddy and their leadership development
- Allocate 30 minutes for the call and manage the conversation
- Make sure that you give enough time for the person to fully respond
- As the Buddy asking the questions, remember great leaders operate from that place of Integrity and Trust – holding your Buddy's wellbeing front of mind at all times
- As the recipient Buddy remember great leaders are Courageous – able to take and grow from the feedback they receive