



EPICENTRAL

A Newsletter from Epicenter Development Group
highlighting ideas that improve organizations

Welcome to Epicenter Development Group's newsletter, EPICentral. The purpose of this newsletter is to highlight fundamental ideas that have helped organizations develop and maintain great manufacturing and service operations. We hope that you find our EPICentral newsletter helpful, and we would welcome your comments on its content.

Discovering Your Blind Side with 360-Degree Reviews

You might not be surprised to learn that your perceptions about yourself do not always match other's perceptions of you. In fact, unless you are the type of person who often asks for and is open to candid feedback, it is likely that there are several "gaps" in perception that have formed over time between you and your peers, subordinates, and "bosses". Left unchecked, these gaps can start to seriously hinder your effectiveness in your career and make it difficult for you to prioritize areas for personal and professional improvement.

This month's newsletter is around the concept of a 360-degree review and how it might be used to more clearly understand how others in your professional life see you; identify the expectations of others; and clarify/prioritize areas for improvement. The general steps towards completing a 360-Degree Review are as follows:

General 360-Degree Review Process

- **Identify People to Provide Feedback:** Depending upon the goal for the review, this might include direct reports, co-workers/peers, supervisors/managers, clients and yourself. Each category can offer a different perspective.
- **Generate the Survey:** Identify the key performance categories and, within each category, the main characteristics for review:
 - **Performance Categories** - Categories within Epicenter include:
 - Technical Knowledge Skills
 - Analytical Ability/Judgement
 - Productivity
 - Communication/Interpersonal Skills
 - Management and Supervision

- **Main Characteristics** - The example below shows the characteristics used at Epicenter under the Communication/Interpersonal Skills category.
- **Ratings** - Identify two sets of ratings:
 - **Current Performance** ("Almost Never" to "Always") - How often you actually exhibit the expected behavior within your current role(s).
 - **Target Performance** ("Almost Never" to "Always") - How often you should exhibit the expected behavior within your current role(s).

Epicenter 360-Degree Review Process

Employee Name: Bill Proctor

Review Period: 2012 Annual



Please complete this survey based upon your interactions with the person being reviewed (see example)

Example

CURRENT PERFORMANCE: How often does he/she...
 TARGET PERFORMANCE: How often should he/she...

Type ONE "X" in EACH Column

	CURRENT PERFORMANCE					TARGET PERFORMANCE				
	Almost Never	Sometimes	Generally	Almost Always	Always	Almost Never	Sometimes	Generally	Almost Always	Always
<i>Example (Sometimes does but should be done most of the time)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communication/Interpersonal Skills										
18 Presents/discusses ideas, facts, information effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19 Develops effective rapport with co-workers/clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
20 Keeps supervisors/others appropriately informed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
21 Responds effectively to staff/client needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
22 Seeks out relevant information when necessary.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23 Asks for feedback from others on a regular basis.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
24 Demonstrates high quality in written communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
25 Practices active listening skills on a consistent basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

- **Conduct the Study:** Once the survey form is complete, review the survey process and goals with the group that will be providing feedback and initiate the study.
- **Summarize the Study Results:** After a defined period of time, the surveys are collected and summarized for consideration. The collection and summary of the surveys should be done in a confidential manner so that people are encouraged to give open and honest feedback.
- **Review the Results/Learnings:** How you interpret the results is up to you. Some considerations for interpretation are as follows:
 - If you are looking to **improve your understanding of how people see you**, consider the gap (different ratings) in current performance measures (yours to theirs).
 - If you are hoping to **identify/prioritize areas for improvement**, consider big gaps between target and actual performance levels.
 - If you would like to **track improvement over time**, consider how your current performance changes from one review to the next.
 - If you want to **understand people's expectations** of you in your role, consider the gap between target performance levels (yours to theirs).

- **Present the Results/Learning/Goals (optional).** To get the most of this tool, I would encourage people to take the last step of presenting the results, learning and goals of the survey to the team:
 - What did I learn about myself and people's expectations of my performance?
 - What will I be focusing upon over the next year to improve on areas that have been identified as weaknesses (falling short of expectation)?
 - Where have I made improvements since the last survey was completed?
 - What would I like people to do to help me over the next year towards improvement? More feedback? Reminders?

Other Thoughts

- I would only recommend using this tool if there is a plan for using the information towards personal and/or organizational improvement. Although it is an interesting exercise, there is very little benefit (and can be a negative) if no follow-up occurs.
- To get the most benefit, I would encourage all leaders of an organization to do some type of 360-degree review on a regular basis (starting at the top). It sends the message that "I want to know how I am doing" and "I will evaluate people's performance in part by how they are viewed by their team."
- Try to keep the survey as short as possible. It is easy (believe me) to develop a very long list of performance criteria that is difficult to administer and use. Epicenter's initial list had sixty (60) categories which I would say is probably too long.
- If you would like more information about this tool or would like to work with Epicenter to conduct an independent 360-degree review, please feel free to contact Bill Proctor at wproctor@epicentergroup.com or 216.702.0952.

Next Steps

If you would like more information on this topic or other similar types of tools, please contact Bill Proctor with your request at wproctor@epicentergroup.com or 216-702-0952. You can also find previous issues of EPICentral at [Newsletters](#).

Mr. Proctor also speaks on a variety of problem-solving and system design topics that can help companies significantly increase the success and profitability of their businesses. If you are interested in having Bill speak at one of your upcoming meetings/events or would like more information on any of the speaking topics, please visit [Speaker Services](#) or you can email sales@epicentergroup.com.

Epicenter Development Group is a unique consulting firm that seamlessly integrates the disciplines of Systems Engineering and Organizational Analysis & Development to create practical design solutions to your toughest challenges. It is on the cutting edge of problem-solving solutions and the creator of a unique process called GreenRoom Engineering. This process adds greater value and cost savings for

clients as compared to traditional engineering methods.

William Proctor, Epicenter's founder and president, has provided services around the country to more than 100 companies consisting of a variety of organizations; and Epicenter continues to grow as a resource for firms of all sizes.

To learn more about Epicenter Development Group, visit our website:

www.epicentergroup.com

Epicenter News

Epicenter is excited to be working with GOJO Industries on a sanitary solution modeling project.



Quick Links

[Comments/Suggestions](#)

[Archive](#)

[Unsubscribe](#)

STAY CONNECTED



[Forward this email](#)



This email was sent to wproctor@epicentergroup.com by wproctor@epicentergroup.com | [Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).



Epicenter Development Group, LLC | 12111 Chippewa Road | Brecksville | OH | 44141