

# Using 360-Degree Feedback to Improve Company Leadership

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Corporate Behavior Analysts, Ltd.

Monday, May 9, 2011  
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2011 ALTA Business Strategies Conference  
The Cosmopolitan, Las Vegas, Nevada

ALTA 2011 BUSINESS STRATEGIES CONFERENCE  
MAY 8 - 10, 2011 ♦ THE COSMOPOLITAN ♦ LAS VEGAS



# CORPORATE BEHAVIOR ANALYSTS, Ltd.

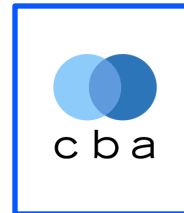
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Chris Hanson



Roger Lubeck



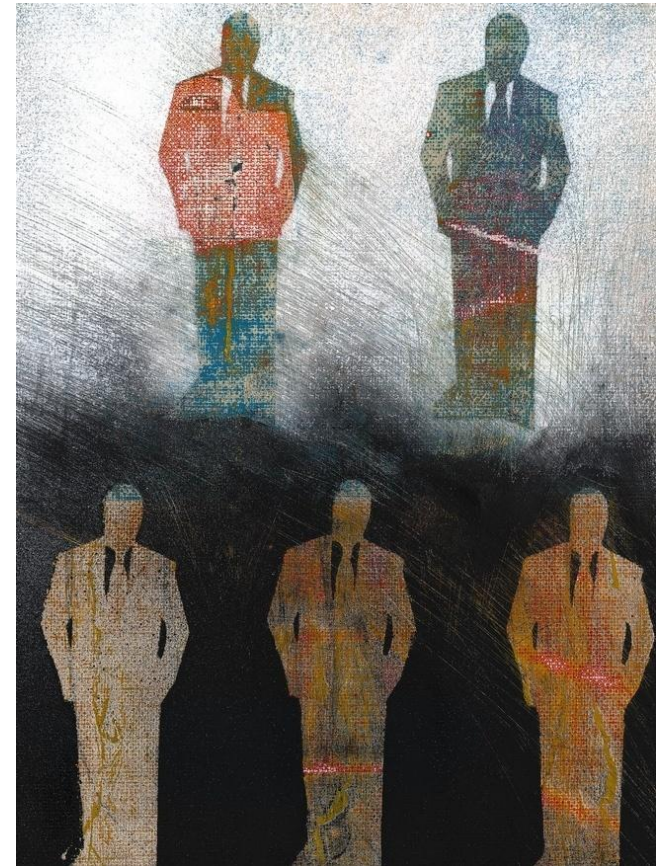
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# CORPORATE BEHAVIOR ANALYSTS

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- More than 25 years of executive and management consulting experience.
- Our major focus is the **Title industry**.
- We have worked with **independent title agents** and **title underwriters** throughout the United States.
- We offer a wide variety of consulting services **tailored** to each **company's situation and needs**.



# SMALL BUSINESS CONSULTING

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- Take advantage of our 20 years experience consulting with title companies in more than 40 states.
  - Transition planning
  - Leadership
  - Management
  - Financial planning
  - Budgeting
  - Employee performance
  - Sales

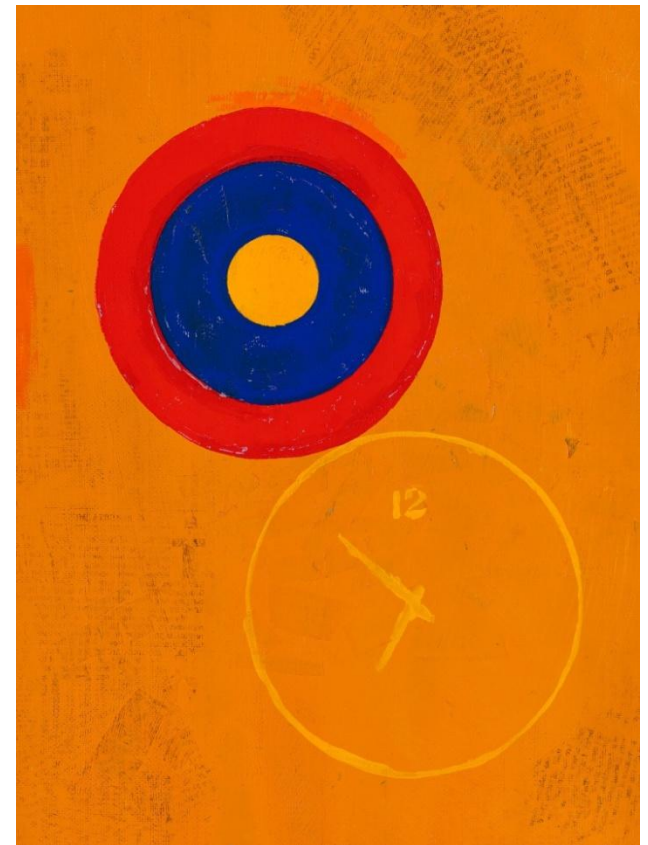


# CONSULTING

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We offer **Single Issue Consulting** for agents who do not need a comprehensive approach.

Talk to us about your issue and what your needs are; we will tell you if we can help or direct you to someone who can.

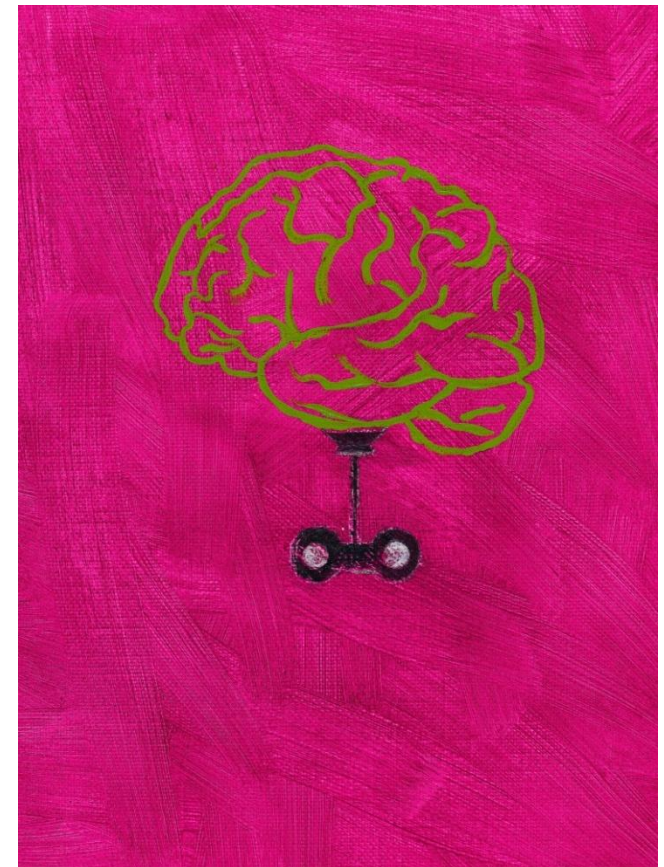


# WORKSHOPS

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## New WORKSHOPS for 2011:

- *Targeting New Sales*
- *Financial and Operational Management*
- *Improving Employee Performance*
- *Developing New Leadership Skills*



# MANAGEMENT RETREATS

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CBA offers 1-2 day **Management Retreats** which focus on one or two issues that are critical to your agency's growth and development.

Management retreats are a good way to re-energize a company's direction, set goals, and address difficult issues.



# CBA's DiSC<sup>®</sup> Training

## 1. Everything DiSC<sup>®</sup> Sales Training

Understanding the DiSC<sup>®</sup>

Your sales Profile

Mapping individual customers

Matching your sales style to customers buying behavior

Strategies for selling

## 2. Everything DiSC<sup>®</sup> Management Training

Understanding the DiSC<sup>®</sup>

Your management Profile

Mapping individual employees

Matching your management style to your employees styles

Strategies for managing

## 3. DiSC<sup>®</sup> Employee Training

Understanding the DiSC<sup>®</sup>

Your DiSC<sup>®</sup> Profile

Your Manager's DiSC<sup>®</sup> Profile

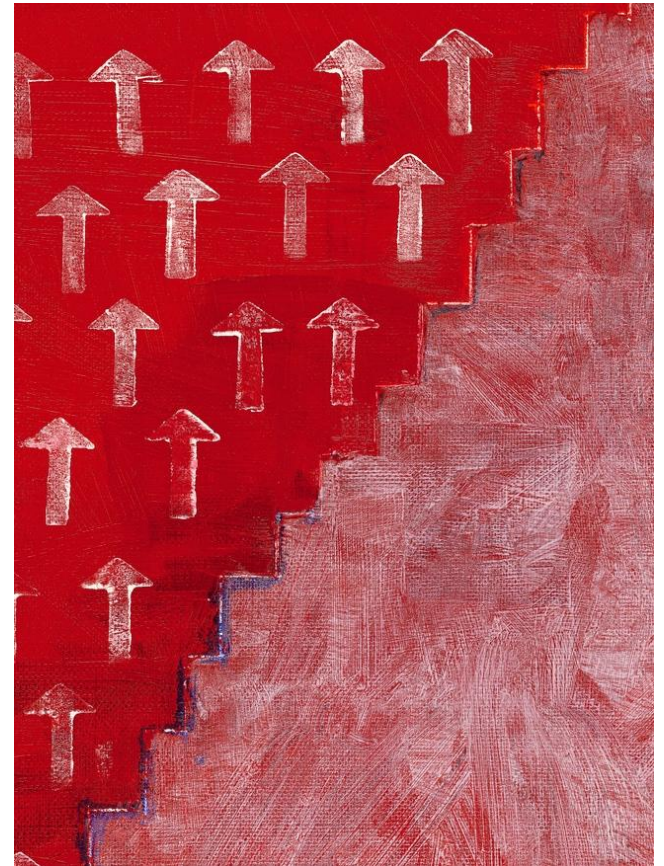
Strategies for working with other employees and your manager





# Corporate Behavior Analysts

Talk to us about our menu of services and how we can **tailor** our consulting to **meet your individual needs.**



# A Simple Idea

This presentation is about  
using **employee feedback**  
to improve manager  
leadership.



Our focus today

a **leadership survey**

we developed that uses

subordinate **feedback**

to coach and develop managers



# Presentation Objectives

1. Provide an example of a Leadership Survey
2. Discuss employee feedback as a management tool to improve leadership effectiveness.
3. Outline implementation steps and issues.
4. Discuss how our CBA survey can be adapted for use as a 360-degree review.



# A Company's Greatest Asset



**"Our employees are our greatest asset.  
I say we sell them."**



# What we know...

In the title industry, employees are promoted into management positions because they have been good examiners or closers.

Even when they have no desire, experience, or training to manage!



# We often hear...

- *I am seldom told how I am doing as a manager.*
- *I don't know what skills I should be working on.*
- *I think I have improved, but I am not sure.*
- *I would like some specific feedback but my supervisor is not in the best position to know.*



# Communication

In every employee survey,  
communication is  
the number #1 complaint  
about “My manager.”





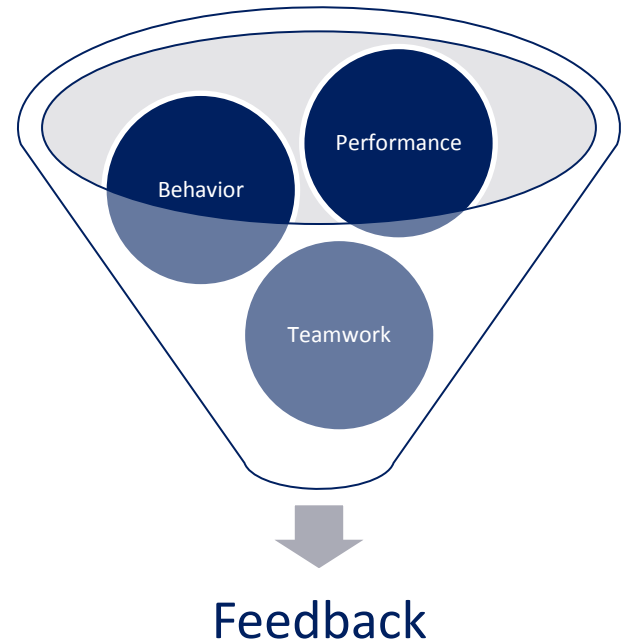
# Feedback is infrequent

Managers receive  
limited (informal)  
**feedback**  
about their performance...  
usually once a year  
at annual review time.



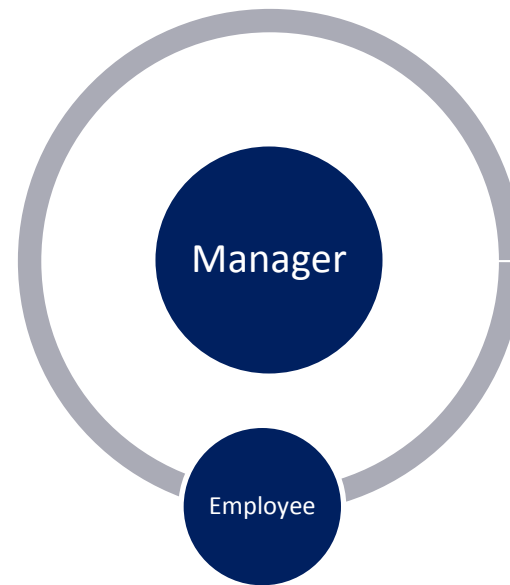
# Feedback is top down

Feedback provided to managers is typically hierarchical; Bits of information and observations are filtered into Feedback from above



# Top down FB lacks depth

- In a Top Down review, the Manager doing the review typically does not observe enough or interview employees or peers. Feedback becomes a review of complaints and past problems and deficits



# What we know...

- Feedback could be 360°- from self, employees, peers, and manager



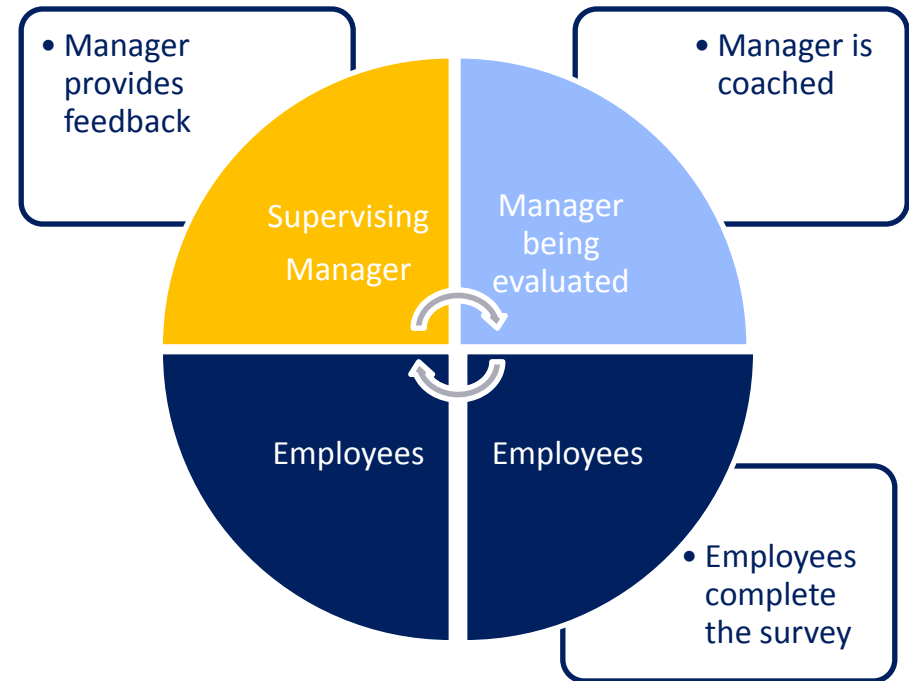
# Employee FB

- After top down FB, employee feedback is the most frequent level of feedback used in businesses.



# Subordinate Feedback

- The use of subordinate feedback, provides title agencies with a simple approach to evaluate its managers and supervisors



# Leadership Surveys

- Leadership Surveys do not take the place of performance appraisals. They should be viewed as coaching and development tools only
- Survey feedback alone is not enough.
- Feedback needs to be paired with coaching



# Concerns

- Employee will refuse to participate
- Employees will not be honest in their ratings.
- Employee will fear repercussions.
- Managers will be overly concerned about pleasing subordinates.
- They are not capable to evaluate manager performance.
- Subordinate workload will skew ratings.
- Reciprocal leniency.
- Managers will refuse to participate.





# Case Example


- Background:
  - Mid-West title company
    - 200 employees.
    - 14 managers involved.
    - 137 different subordinate raters were sent surveys.
    - 120 subordinates responded.
    - On average the number of respondents per manager was 10. The range was 3-15.
    - Managers had attended management workshops prior to survey use.

# Goals of the Survey Process

1. Assess specific leadership behavior of company managers from the subordinate perspective.
2. Provide a measurement tool to track manager development and improvement.
3. Provide managers with feedback on skill targets.
4. Provide a coaching focus for each manager.
5. Assist managers with their personal development plans for the year.



# Leadership Survey



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MANAGER \_\_\_\_\_

INSTRUCTIONS: Each of the behaviors listed is expected of a manager. Using the 5 point scale, evaluate the manager by rating the degree to which you have observed the manager engaged in each of the behaviors during the last 12 months.

1	2	3	4	5
I never see the manager engage in the behavior	I seldom see the manager engage in the behavior	I sometimes see the manager engage in the behavior	I often see the manager engage in the behavior	I always see the manager engage in the behavior

#	BEHAVIOR TO BE RATED	1	2	3	4	5
1.	Has meetings when needed or necessary.					
2.	Listens to and understands staff issues.					
3.	Is available when needed for individual assistance.					
4.	Communicates effectively in a one-on-one situation.					
5.	Listens to and understands staff input and ideas.					
6.	Communicates effectively in group situations.					
7.	Makes timely decisions.					
8.	Shows confidence in his/her actions and decisions.					
9.	Communicates effectively with customers.					
10.	Delegates tasks and responsibilities when appropriate.					
11.	Follows through on promises and decisions made.					
12.	Shows very good judgment.					
13.	Provides encouragement and challenges to staff.					
14.	Is fair in his/her dealings with staff.					
15.	Conducts effective meetings and keeps groups on task.					
16.	Shows very good organizational skills.					
17.	Is receptive to new ideas and input from staff.					
18.	Adjusts or changes daily assignments of staff when necessary.					
19.	Is detail oriented when needed.					
20.	Is a very good problem solver.					
21.	Changes or adjusts work procedures in office/unit when necessary.					
22.	Makes his/her expectations very clear for staff.					
23.	Acts in a very professional manner with staff.					
24.	Recognizes/rewards staff for performance/contributions.					
25.	Effectively communicates company expectations, policies, goals.					
26.	Demonstrates excellent team behavior with staff.					
27.	Develops trust through her/his actions with staff.					
28.	Sets clear timelines.					
29.	Is honest in his/her dealings with staff.					
30.	Works effectively to develop team behavior among Staff.					
31.	Meets deadlines.					
32.	Balances the needs of customers with company policies/procedures					
33.	What can this manager do to be a more effective manager and leader?					
34.	What can this Manager do to help you be more effective in your work?					

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# Example CBA Survey

- Survey Layout.
- Rating Scale.
- Open-ended questions.
- Manual versus on-line applications.
- Interpreting group results.



# Survey Content

## FOCUS AREAS

Conducting Meetings	Seeking Employee Input
Improving Communications	Promoting Teamwork
Providing Encouragement	Attention to Detail
Setting Expectations	Organizational Skills
Follow- Through	Developing Confidence
Providing Feedback	Delegating Tasks



# Initial Considerations

- When should title companies use this process?
- What is the minimum number of subordinates?
- Who summarizes the survey results?
- Who provides the survey results?
- Is an outside consultant necessary?

# Overall Survey Results

- The first year we administered the CBA Leadership Survey the average overall rating among all the managers was **4.11** out of 5.00
  - We focused our coaching efforts on praising\encouraging those behaviors that reflected the high ratings.
  - Special attention was focused on ratings of 3.00 or lower.



# Using Individual Results

- Individual manager example:
  - Manager of a small branch full service office (title and escrow production).
  - Experienced title employee, used to be examiner.
  - Number of respondents in 1<sup>st</sup> year = 5





# Survey Results

## INDIVIDUAL MANAGER EXAMPLE

Coaching Target Items	1 <sup>st</sup> Year
#5: Listens to and understands input	2.60
#13: Provides encouragement...	2.40
#24: Rewards staff performance...	1.80
#26: Demonstrates team behavior	2.00



# Open ended questions:

- “It would be nice if my manger was more flexible on office procedures.”
- “It would be nice to hear some encouraging words.”
- “A manager needs to portray that they are willing to help their employees.”
- “Manager’s style is not a pat on the back for a good job done. I think this is an area he/she could improve on.”
- “Manager needs to be more open minded to staff suggestions.”



# High Rated Items

- Encouragement and praise provided for highest ratings:
  - ✓ Shows confidence in his actions (4.80).
  - ✓ Detail oriented when needed (4.60).
  - ✓ Good problem solver (4.60).
  - ✓ Meets deadlines (4.60)



# Coaching Focus

- Lowest rated survey items provided direction for the Coaching
  - Coaching based on development plan.
  - Coaching provided by CBA in first quarter and coordinated with immediate supervisor.
  - Additional coaching provided by immediate supervisor throughout each month.



# Development Plan

## COACHING DEVELOPMENT PLAN

Survey Item #	Planned Actions	Timelines



# Development Plan Low Items

## COACHING DEVELOPMENT PLAN

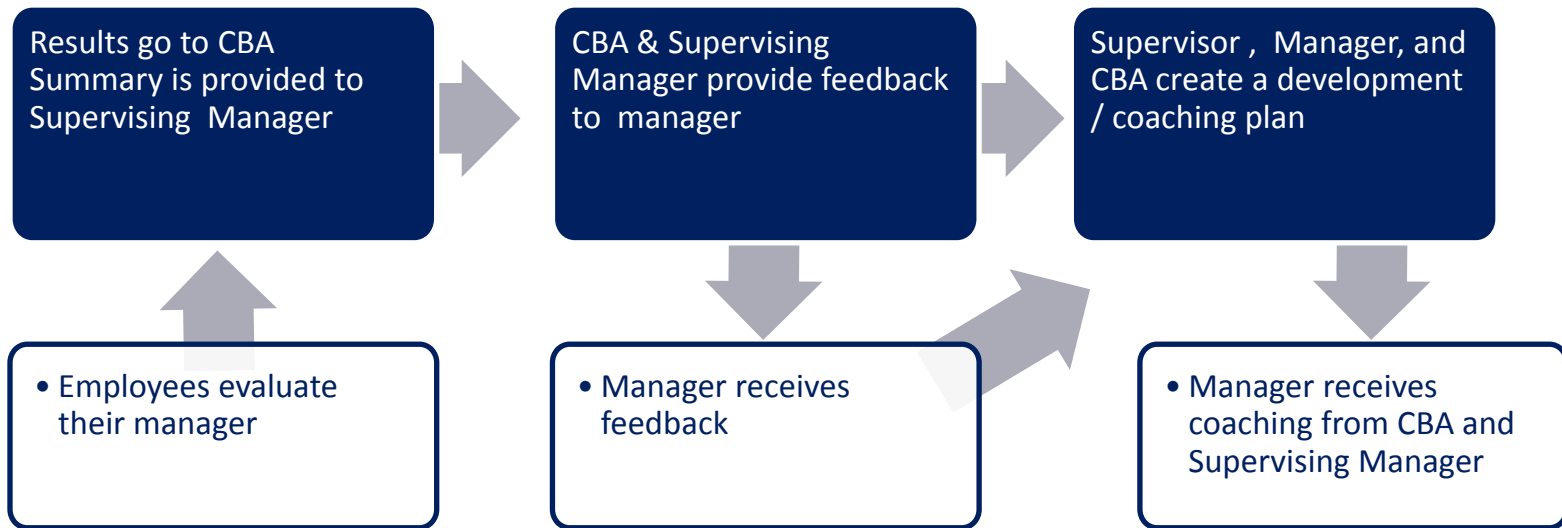
Survey Item #	Planned Actions	Timelines
#5: Listens to staff input  Rating = 2.60	Use morning huddle daily;  Increase frequency of staff meetings;  Meet with individual staff informally	Start by 2-15  Submit meeting schedule by 2-1  Start immediately



# Development Plan High Items

## COACHING DEVELOPMENT PLAN

Survey Item #	Planned Actions	Timelines
#8: Shows confidence in actions (4.80)	Encouragement and praise provided by immediate supervisor	Monitor and track monthly
#19: Detail oriented when needed (4.60)		



## CBA COACHING PROCESS





# CBA Coaching Process

1. Coach positive results.
2. Target survey item ratings under 3.00.
3. Prioritize targets and set goals.
4. Pinpoint behaviors that need to improve.
5. Explain why specific behavior needs to improve.
6. Ask for manager input.
7. Analyze the conditions surrounding current behavior.
8. Commit behavior pinpoints to Development Plan and identify additional resources.

# CBA Coaching Process

- Prioritize targets and set goals:
  - No more than 5 priorities.
  - Set goals for:
    - Immediate outcomes:...complete actions detailed on Development Plans, according to timelines.
    - Longer-term: raise target survey item ratings above 3.00 on first repeated measurement.
    - Longer-term: raise target survey item ratings to 4.00 or higher on additional repeated measurements.

# CBA Coaching Process

- Example of behavior pinpoints for item #24: *...recognizes/rewards staff for performance and contributions.*
  - *Praise employees informally each day for orders entered; commitments completed; files processed; closings; policies typed; etc.*
  - *Use team meetings to publically recognize team accomplishments and weekly \ monthly goals met.*
  - *Use morning huddle to recognize and praise employee and team performance .*

# CBA Coaching Process

- Explaining why specific behavior needs to improve:
  - Link behavior to company expectations for managers.
  - Link behavior to office\company goals and performance results.
  - Link behavior to specific improvements in employee performance.



# CBA Coaching Process

- Identify the conditions surrounding current behavior:
  - Look at situational variables that may be effecting the manager's current behavior (ABC analysis).



# Survey Results

## INDIVIDUAL MANAGER EXAMPLE

Coaching Target Items	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
#5: Listens to and understands input	2.60	3.63
#13: Provides encouragement...	2.40	2.63
#24: Rewards staff performance...	1.80	2.25
#26: Demonstrates team behavior	2.00	3.13



# What we know...anecdotes

- Employees throughout the company appreciated opportunity to provide feedback.
- Many subordinate comments were honest and direct and provided good direction.
- Most managers and their supervisors became fully engaged in using survey results in the coaching.
- Manager manages 2 more offices and was promoted to Senior Management Team.





# IMPLEMENTATION

SOONER OR LATER YOU HAVE TO SPIN THE WHEEL!



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# Implementation

1. Set goals for Survey process.
2. Develop Survey: use or edit CBA template.
3. Identify subordinate and manager participants.
4. Determine administration\processing procedures.
5. Determine communications needed.
6. Data analysis and report development.
7. Determine who will facilitate feedback sessions and how coaching will be provided.
8. Set timelines, including repeated measurement.



# Implementation Issues

- Is your company ready for a leadership survey feedback process?
  - The highest leadership in the company needs to support and be involved in the process.
  - Company expectations for managers need to be aligned with the specific skill areas on the survey.
  - Expectations should be communicated.
  - Training should be considered.

# Implementation Issues

- Survey feedback and coaching process, with timelines, should be established and communicated prior to implementation.
- Will the survey be voluntary or mandatory?
- How will confidentiality be handled?
  - What guarantees will be made to subordinates and managers?
  - Will written comments be altered to protect anonymity?
  - What information\data/reports will be made available to whom?



# Summary

- Provided CBA Survey to employees
- Summarized feedback for manager
- Developed a coaching plan
- Provided coaching
- Reassessed leadership using survey
- Managers who were coached improved





# QUESTIONS & ANSWERS



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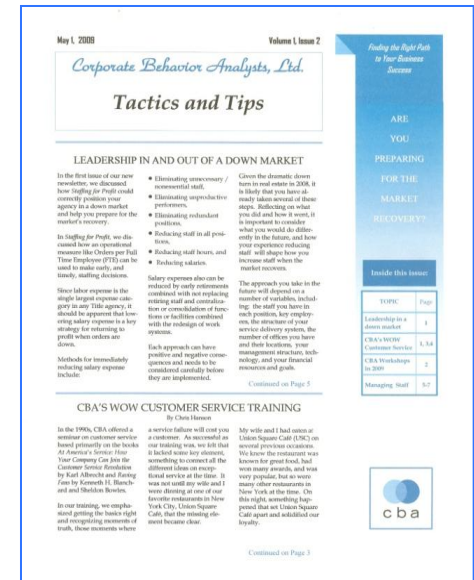
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