

Feedback Develops Leaders

An Executive Feedback Program

A program of personalized feedback for individual executives can develop and improve management and leadership performance. Berkeley Feedback & Development's (BFDI) programs use a 360° survey instrument for collecting feedback from peers, managers, reports and potentially clients.

Using this feedback, one of Berkeley's seasoned organization and leadership coaches helps the individual executive understand the feedback, accept its main messages and decide on development action.

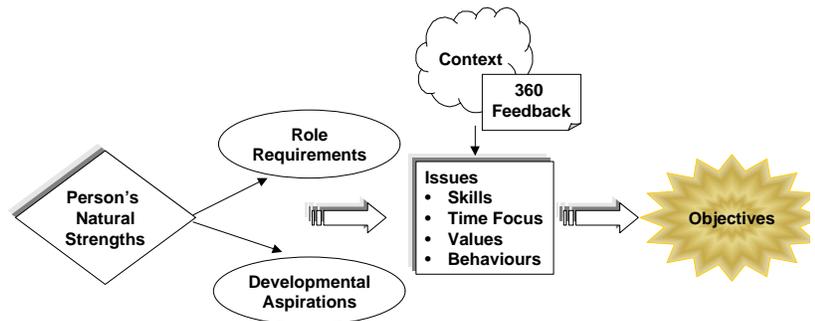
When a group of executives takes the program together, the value can be enhanced. For a group of executives, our consultants can also prepare an organizational assessment and issues report which identifies overall culture, management development and organizational issues that the company should address.

Feedback on a group of managers can reveal common development needs and corporate culture characteristics as a step in identifying continuing organizational development needs.

Why Is Feedback Important?

Today, organizations are constantly changing to meet their goals and satisfy their clients. To change, organizations must be led. Leadership involves:

- Setting goals and the agenda for change.
- Setting out the vision as clearly as our uncertain environments can allow.
- Defining practical first steps to moving forward.
- Ensuring that the organization and processes are aligned with goals and the changes desired.



- Reinforcing positive progress wherever it occurs as a basis for creating positive behaviours.

There is a strong business case that supports putting money into leadership development. Effective leaders are key corporate assets. The reality is that effective leadership behaviour is critical to successful strategy implementation.

Recent research and experience is demonstrating that feedback is a critical component of any individual executive development program.

- Without feedback, executives have no measures or dials for managing and adjusting their own behaviour.
- Feedback is a necessary part of the learning process for improved leadership performance.
- Although individuals tend to have a natural leadership style, they can, and must in these times, broaden and fine-tune their style to suit new job or situation demands.
- Making changes and adjustments to one's leadership style are possible with motivation, practice and feedback. Development and training courses are insufficient unless the person is aware of the need to adjust and motivated to do so.



Keys to Successful Feedback Programs

Focus on Helping Individual's Development, Not Judging Them

Individuals need to change from inside. Feedback can help do that if the process is positive and constructive. Likewise, people give honest feedback when they feel it will be treated constructively. Hence, the purpose of the feedback needs to be developmental and not directly affect compensation or related personnel issues.

Feedback Fitting the Setting

People give better feedback if the questions are about relevant competencies and in language relevant to the industry and company. Hence, the survey instrument needs to be customized to reflect these things.

Focus on the Main Messages

Individuals need to rise above the detailed scores and written comments in a feedback report. They need to focus on the main messages. To do that effectively, they need an objective third-party interpretation of the main messages. That forces them to focus on those messages.

Putting Feedback into Context

Job requirements, recent climate within the organization and specific events that may create noise, all make-up the context within which feedback is given and needs to be taken into account. The noise needs to be culled to make the main messages credible for the subject.

Knowing the Sources of the Feedback

Different groups (direct reports versus peers) typically give different messages depending on their relationship with the person. The feedback needs to take this into account. Otherwise, the subject will have trouble understanding and accepting the feedback.

Constructive Response and Practical Action

A third part can encourage the executive to be positive and recognize the feedback is about their behaviour, not them personally. The action plan to respond to identified issues needs to build on the person's strengths, provide for positive reinforcement and build in a way of getting further feedback to incremental progress.

Treating Each Executive as a Unique Case

This program is not a mass product for average participants. It is about highly paid and valued assets, each with their own profile and potential. We offer intensive interpretation by an experienced consultant and if desired a two-person team. That offers the ability to understand and influence a wide diversity of individuals.



BFDI Feedback Program & Products

Program Components

1. **Program design and customization.** All of our processes are customized to some degree in that the questionnaire is adapted to the specific needs of your group and/or organization by incorporating the key competencies you identify. Respondent groups and features can be adjusted to suit the company's needs.
2. **Comprehensive individualized 360 baseline feedback** report and person feedback coaching session.
3. **Meta Messages.** Typically, broader organizational issues surface as part of the feedback process across a group in the same department or company. Applying our organizational design/culture expertise, we can provide insight or *Meta Messages* into management and organizational development needs.
4. **Optional Follow-up Program.** A mini-feedback barometer in 6-12 months that builds on or validates the original baseline results. This is helpful for people who are trying to make constructive changes

Situations for a Feedback Program

A systematic program of feedback can be designed to suit a number of situations such as the following or for a group of executives.

- CEO and the senior team of executives.
- A Divisional/Group Executive and her/his management group consisting of two or more levels of managers and supervisors.
- New Managers or Managers assuming new roles.
- Groups of individuals identified as High Potential Talent.
- Participants in an Executive development course or program.
- The program can also be completed as part of an Organization Review Process.

Feedback Instruments

We offer a variety of feedback instruments/services. These include:

- **Executive Leadership Feedback**
- **Middle Manager Feedback**
- **Project Manager Feedback.**
- **Upward Feedback for Managers**

Why Berkeley?

BFDI focuses on feedback for executives. We have completed hundreds of feedbacks globally for a leading information and technology firm. Our clients know that to be helpful to top executives, a simple web-based instrument that spits out numerical results will just not suffice. Our unique approach meets the real need:

- **Comprehensive feedback** — BFDI encourages up to 30 respondents, has up to 80 questions and invites written comments as well as numerical scoring. Individuals receive a digested report of all the feedback so they understand why the scores are as they are.
- **Individualized Main Messages** — A seasoned professional develops main messages for each individual based on the feedback. That provides the basis for an in-person feedback and coaching session in a non-threatening environment.
- **Understanding the Role Requirements** — As business and organizational consultants, BFDI professionals understand what the role entails and what is important. That enables us to give executives pragmatic advice on which messages to do something about.

