



## Individual Skill Development

Individuals in non-leadership positions can benefit from multi-source feedback because it provides timely, targeted feedback from multiple sources. People know the feedback they receive is valid because it comes from many others – it's not just one person's opinion.

A typical individual development survey addresses areas such as personal leadership, listening, dialogue and problem solving. Individuals from any part of the organization can be assessed, and survey items can be customized to address areas of particular interest or concern. Individuals can then review consolidated assessment data and comments in their reports, create a development plan and track activities designed to build desired skills.

### HOW TO SET UP 20/20 INSIGHT GOLD

Individual assessment is one of the most valuable applications of 360 technology.

**Subject.** The names of individuals who will receive feedback are entered as subjects. Feedback recipients can also provide feedback for others and assess their own performance by giving a "Self" rating.

**Respondent relationship types.** Any respondent relationship that describes the type of interaction between respondent and subject may be used. Typical relationships include team member, peer, boss or supervisor. Relationship types can be customized to reflect the language preferred by the organization.

**Surveys.** The Survey Library has three surveys that can be targeted to individuals in non-leadership positions:

- Personal Leadership – self-leadership and communication behaviors
- Salesperson Skills – behaviors that are particularly vital for people in sales
- Administrative Staff – skills used most by office and administrative support staff

More than 100 key behaviors are listed in dozens of categories – many times more than would be practical for a single survey. Before setting up the project, you'll want to review the surveys with stakeholders and select the most appropriate items.

**Open-ended Questions.** A few comment-only questions can give individuals a sense of what others view as their strengths and areas for improvement.

- What is this person's most outstanding asset?
- What do you believe should be this person's #1 priority for development?

**Scales.** The "Satisfaction" scale is a good choice because it tells individuals how satisfied their coworkers and supervisors are with their performance. In addition, many organizations use the "Importance" scale to provide individuals with a basis for comparison: "How satisfied are people with my performance?" versus "How important is this action to my effectiveness?"