

## Shine a Light on Executive Blind Spots

One of the most effective ways a manager or executive can ensure they do not have blind spots about their own effectiveness (a “perception blind spot”) is by participating in 360-degree feedback. In a 360-degree feedback you evaluate yourself, your manager evaluates you, and your peers and direct reports evaluate you. You receive a gap analysis detailing how you perceive yourself versus how others perceive you. Then, one-on-one coaching sessions guide you through the evaluations, as well as through subsequent performance development.

Now, you may think you do need to go through this feedback process—and that you have a good sense of your effectiveness. But keep these facts in mind before you discard the idea entirely:

- The largest performance perception reality gap is at the executive level.
- The higher an executive is in the organization, the more likely he or she will overrate themselves, compared with how peers, subordinates and other managers rate them.
- There is a direct correlation between high performance and accurate self-awareness.

Source: HayGroup, 2003

360-degree feedback is powerful because it captures a complete portrait of the executive or manager. It helps participants see themselves as other see them. With data from multiple perspectives, executives and managers are able to see where there are consistencies and inconsistencies, as well as agreements and disagreements about their strengths and weaknesses. Plus, MetaForce uses a 360-degree feedback system that provides valid, reliable and useful feedback, specifically geared toward good management and leadership practices.

### How Good Companies Deliver Bad News:

- 28 percent: e-mail
- 19 percent: face to face with a manager
- 12 percent: written correspondence from management
- 8 percent: through an internal employee website
- 6 percent: teleconference or video conference
- 4 percent: internal newsletter

Source: International Association of Business Communicators

