



LEADERSHIP

DENISON LEADERSHIP 360 COMMUNICATION PLAN

SELF-SELECT RATERS



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND



TALENT MANAGEMENT

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Channel Management & Assignments

Channel	Communication Type	Author/Originators
Email	Message from executive on purpose of the Leadership 360	CEO/Exec
Email	Message to Leaders inviting them to the 360	CEO/Exec
Memo/Email	Message to Raters that a 360 request will be forthcoming	Leader
Email	Message from Leader to Raters requesting they fill out the Leadership 360 survey	Leader/Denison
Email	Reminder Email from Leader to Raters to fill out Leadership 360 Survey	Leader/Denison

Timeline for Survey Communication

Communication	Due Date	Responsible	Channel
Pre-Launch Email to Leaders		Executive or HR Contact	Email
Pre-Launch Email to Raters		Leader/Program Manager	Email

Sample Pre-Launch Email

Dear Leader,

As part of our **Leadership Development Program**, you will be receiving an email invitation to participate in the Denison Leadership Development Survey on **[DATE]**.

The **Denison Leadership Development Survey** has 96 items that will measure specific aspects of your leadership capabilities in each of the four traits and twelve management practices that correspond with the *Denison Model*. Individual surveys are collectively tabulated into a graphic profile that will provide a comprehensive picture of your strengths and opportunities as a leader.

Your survey invitation will contain a link that you may click or copy and paste into your browser. This link will take you to a survey website that has been designed specifically for you.

You will then be asked to do the following:

1. Provide the names and email addresses of at least one boss, three direct reports, and three peers. The system will automatically provide these individuals with invitations and personalized links to access in order to assess your leadership skills.
2. Take the self-assessment survey.
3. Monitor participation of your raters, following up with your coworkers and reminding them about completing the survey.

When you are selecting your raters, here are some things to consider:

- Get input from a variety of people. The more perspectives you seek, (friend and foe, internal and external, bosses, peers, direct reports) the more complete the picture.
- You will get a separate report for your boss and your self assessment. In order to have a separate report for each rater group you need a minimum of 3 respondents. A good rule of thumb is to seek at feedback from at least 5 "Peers" and 5 "Others" (Board members, internal clients, etc.) You should seek feedback from all of your direct reports as well.
- Seek feedback from a variety of people, but assess their expertise as well as their opportunity to observe your skills and behavior accurately.
- Seek feedback from people who have the opportunity to observe you and will be honest with you.

Be sure that you adequately prepare your raters so they will be able to effectively evaluate you.

- Inform people about why you are seeking feedback.
- Let people know that you are serious about wanting feedback. Share your development goals and what you hope to achieve.
- Ask people to focus on your observable behaviors.
- Assure people that their feedback is confidential and that you will only see a group composite of results, not any one individual's responses (with the exception of the boss).
- Let them know how you will use the feedback.
- Thank people ahead of time as it's not always easy to give feedback.

Receiving feedback is important because it allows you to:

- See yourself as others see you. Your picture of yourself is incomplete without this piece.
- Check the accuracy of your own perceptions and actions.
- Find out whether you are on course and where to "course correct" if you veer off.
- Sustain your motivation and development. It lets you know if your efforts are making a difference.
- Discover differences in the way you interact with various groups. These differences must be understood in order to communicate more effectively.
- Align individual goals with organizational goals.

The survey measures opinions and perceptions, which means there are no "right" or "wrong" responses.

The information will be used to assist you in your personal growth by helping you to assess your management practices and the way you build relationships not only with employees, but also with our customers, suppliers, and other stakeholders. It is important that you are as honest as possible to get an accurate picture of your perceptions.

The results of your survey will be communicated to you during the week of **[DATE]**. At that point, you will have the opportunity to work together with your leadership coach develop a specific and targeted action plan to address key issues by no later than **[DATE]**.

Please note that there are two attachments to this email:

1. An example report that is meant to serve as a preview of what your Denison Leadership Development Report will look like.
2. Some recent Denison research about the Denison Model and leadership effectiveness.

If you would like further information about the Denison Leadership model, please visit www.denisonconsulting.com. If you have any questions about the Denison Leadership Development Survey, please contact **[CONTACT NAME]** at contactname@yourcompany.com.

Thank you for your time and consideration,
[YOUR NAME]

Sample Pre-Launch Memo to Raters

Dear Colleagues:

As part of my ongoing development activities I am participating in a 360 review of my leadership capabilities. In the next couple of days you will receive an invitation from Denison Consulting – the sponsors of the 360 tool that I am using – asking you to participate in the assessment. I very much appreciate your insights and value your feedback.

The survey is a confidential process and I will only see group ratings (with the exception of Boss feedback). Thank you in advance for your participation and please let me know if you have any questions regarding this process.

Regards,
[YOUR NAME]

Sample Leader Invitation

Dear [PARTICIPANT NAME]:

You are participating in a Leadership Development 360 Degree assessment. The overall purpose of this assessment is to improve your leadership development by gathering feedback on your performance from people who work with you. The assessment tool is the Denison Leadership Development Survey, which measures key leadership traits that research has shown have an impact on organizational performance.

The deadline for all the surveys to be completed is [DEADLINE DATE].

As a participant, you will be filling out a self-survey. You will also need to define about 10-12 people you work with to complete the assessment (raters). Use the following guidelines to select raters:

- 1 or 2 Boss(es)/Supervisor(s) - people you report to or supervise you
- 3 to 5 Peers - people you work with who are about your same level (3 completed surveys are minimum for individual report)
- 3 to 5 Direct Reports / Subordinates - people who report to you (3 completed surveys are minimum for individual report)

At minimum, you will receive a report that compares your self ratings to the "combined" group of Boss, Peers and Direct Reports. To get individual breakdowns of each group, the minimum number of completed surveys criteria must be met. For a Boss/Supervisor, individual results will be displayed separately.

The entire 360 degree survey process is done on-line using the Denison 3Click system. This system guides you through the process of filling out a survey, defining your raters, and checking survey counts (detailed instructions are below). An electronic invitation letter will be sent to each rater, explaining the assessment and giving them a link to the on-line survey.

IMPORTANT NOTE: Please SAVE this e-mail. You will need the 3-Click system link (see below) to access the on-line survey, define your raters and, optionally, check completed survey counts. For questions, please use the technical support link listed below (do not respond to this e-mail).

Issues to consider:

- Choose individuals that are knowledgeable about you and your current performance.
- Before you finalize your list of raters, consider completing the 360 degree self-survey. Doing this helps familiarize you with the items and select raters who might provide the best input.
- Ask individuals that represent diversity in their experiences and opinions of you.
- It is important that you believe your raters to be credible. You should trust that your raters would provide fair and accurate judgments, be candid, open-minded, and able to provide constructive feedback.
- Seeking feedback from others (peers and staff, especially) is a relationship-building outcome in itself.

3-Click Instructions:

Your link (see below) brings you to the 3-Click system main screen. The 3-Click system is an automated online process for administering this survey, sending reminder letters and calculating your results. At any screen in this system, you may click on the information button to get detailed instructions and help on what to do. Save this e-mail and link - anytime you need to return to the 3-Click system, use the link below.

1. Click on **1 to define your raters**. This will bring you to the rater definition screen. Here you will enter the name, e-mail address and relationship of the people you want to invite to take the survey. Once all your raters are in the list, click on the **"Send e-mail invitation"** button to have the program automatically send e-mail to the raters.

If you make a mistake, you may edit or delete any rater on your list. To edit a rater, click on the pencil icon next to the rater name. Remember to click on the **"Send e-mail invitation"** button again before finishing.

If you later add a new rater(s) and/or change the e-mail address of a rater, click on the "send e-mail invitation" button again... the program will only send the invitation to these new/changed raters.

2. Click on **2 to take the self-survey**. Fill out the survey and submit your results.
3. Click on **3 to see your survey counts**. The 3-Click system sends automatic reminder letters (up to 3) to those not completing the survey, up until the deadline date. If you want to send additional reminders, you may click on the **send e-mail reminder** button. Once all or most of the surveys are completed, your results will be calculated.

Use your link to return to the 3-Click system at any time. Note: if you entered an *incorrect email address or relationship for a rater*, you may edit the rater and update the information by going back to **Click 1**. Click on the edit button (pencil icon) next to the rater name to bring up the edit screen. After saving the edits, click on the "send e-mail invitation" button again. Only new or edited raters will get the invitation letters.

Your Personal 3-Click Link:

To define your raters, take the survey, and check your survey counts, use the following personalized link (or carefully type the address in your browser): **[PARTICIPANT 3-CLICK LINK]**

Note: This link is customized for you, so do not give it to anyone else.

For questions, please do not reply to this email. Contact Denison Consulting via their online support site at: <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>.

If you can not connect to the support site, send an e-mail to 3ClickSupport@denisonculture.com. Please read the "FAQ" section below before contacting support.

Thank you for participating!

FAQs:**Q: A rater e-mail invitation was returned to me. What do I do?**

A: Go to your 3-Click link and click on **1**. Edit the rater information by selecting the pencil icon next to their name. Once you save the changes, click on the **"Send e-mail invitation"** button. Only new or edited raters will get the e-mail.

Q: Can I add a new rater after I send out invitations?

A: Yes. Go to your 3-Click link and click on **1**. Add your new rater(s). Before finishing, click on the "Send e-mail invitation" button. Only new or edited raters will get the e-mail invitations.

Q: I need to extend the deadline. Can I do this?

A: Some projects allow you to do this, others do not. If you are allowed to change the deadline, you will see the link "Change your survey DEADLINE date" below the deadline date near the top of the page. Click on this and you may change your deadline. When reminder letters go out to raters, this new deadline date will appear.

Q: Are reminder letters sent to raters?

A: The 3-Click system automatically sends up to 3 reminder letters, up until the survey deadline. Only those not completing the survey will receive a reminder letter.

Q: I get an error when I click on the link.

A: Some e-mail systems do not handle links properly, so you may need to carefully copy the full link into your browser. Also, make sure you are connected to the internet. If you continue to have problems, use the technical support link below to contact us.

Assistance:

When you are in the 3-Click system, there are information and help buttons available. Please refer to these before contacting technical support.

Session Cookies: The system uses session cookies. These are automatically erased when you close your browser. If session cookies are not enabled, you will have to change your browser settings.

JavaScript: The system uses JavaScript. If your browser has security settings at "High" or JavaScript disabled, the survey may not work properly.

Display resolution: Make sure your monitor is set at 800x600 display resolution or above. Also, make sure your browser screen is maximized so you can see the entire survey page.

If you can not connect to the 3-Click system, please check if your internet connection is working first by trying another site (e.g., www.yahoo.com). If you have an internet connection and still can not access the site, please wait about 15 minutes and try again (in case it is busy) -- if the site is still not available, please let us know (see tech support e-mail address below).

For questions, please do not reply to this email. Contact Denison Consulting via their online support site at: <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>. If you can not connect to the support site, send an e-mail to 3Click-Support@denisonculture.com. Also, your comments and suggestions about the 3-Click system are always welcome.

Sample Rater Invitation

To: [RATER NAME]
From: [PARTICIPANT NAME]
Re: 360 Degree Survey

I am participating in a 360 Leadership Development program and would like you to assess my leadership skills. The assessment tool we are using is the Denison Leadership Development Survey, which measures key leadership traits that research has shown have an impact on organizational performance. The survey is done on-line and takes about 15 - 25 minutes to complete.

Please complete this survey before [DEADLINE DATE]. It is important to be timely in responding. Thank you very much for taking the time to assist in my development. (Note: Please do not reply to this email. Contact Denison Consulting via their online support site - see Troubleshooting section below)

Instructions:

1. Click on the following link (if it appears in underlined) or carefully type or copy the entire link into your browser. [RATER SURVEY LINK] This is your individual link. Do not provide it to anyone else. If link above does not work, try copying this text link into your browser: [RATER SURVEY LINK]
2. You will see a confirmation window with my name and your relationship to me [RATER RELATIONSHIP]. You will confirm this information and continue until you have submitted your ratings. If this information is incorrect, do not take the survey and contact me immediately.
3. Please be candid, honest, and objective in your responses. The survey is administered by Denison Consulting and they keep all individual responses strictly confidential. Feedback will only be presented in aggregate form. (Note: If you are my Boss/ Supervisor, your individual results will be displayed separately).

4. If you can not finish the survey or should be disconnected from the internet before your results are submitted, return to the survey link (above) and you will see the option to reload your answers. Finish the rest of the questions and then submit your results.

Troubleshooting: Please do not reply to this e-mail. Contact Denison Technical support using their online support site: <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>. If you can not connect to the support site, send an e-mail to TechSupport@denisonculture.com.)

If the survey link does not work, please make sure your internet connection is working before contacting technical support (for example, can you connect to: www.yahoo.com ?). If you have a working internet connection and still can't connect, the site may be busy. Wait about 15 minutes or more and try again. If the page seems stuck or you get a "page not found" error, use the **Ctrl+R** key to refresh the page.

Session Cookies: The survey uses session cookies. These are automatically erased when you close your browser. If session cookies are not enabled, you will have to change your browser settings.

JavaScript: The survey uses JavaScript. If your browser has security settings at "High" or JavaScript disabled, the survey may not work properly.

Display resolution: Make sure your monitor is set at 800x600 display resolution or above. Also, make sure your browser screen is maximized so you can see the entire survey page.

If you still have problems, please contact Denison Consulting via their online support site at <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>. If you can not connect to the support site, send an e-mail to TechSupport@denisonculture.com. Please do not respond to this e-mail.

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