**Communiqués Supporting 360 Degree Feedback Initiative**

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| Executive Sponsor Communication  Good Morning,  [Company Name] is dedicated to the success of our employees through professional development. As you know, we’re committed to investing company time and resources in learning and growth opportunities.  I am pleased to announce a new leadership development initiative called Everything DiSC® 360™ for Leaders. This program will be used for professional development, not for appraisal. 360o is designed to give leaders a better understanding of how their colleagues see their leadership behaviors—both strengths and challenges—and to get direction on how to become more effective leaders.  I am writing to you today not only to announce this important initiative, but also to ask for your help in making it successful. While not everyone will participate as a leader, many of you will contribute in some way. Whether you’re a leader, a rater, or someone working on the implementation, this is a team effort. And for those of you who are not participating at this time, we want you to be aware of the program.  Thank you in advance for helping to make Everything DiSC 360o for Leaders succeed in our organization. If you have any questions, please talk to your supervisor.  Regards, |

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| Notifying Leaders Email Template  Dear:  [Company Name] is committed to developing our leadership capacity, and we’re excited to include you in our new *Everything DiSC® 360™ for Leaders* initiative. This experience will help you understand how others see your strengths and opportunities for growth. Participating in this program is for your own professional development, and your results will not be used for appraisal purposes.  Please set aside any preconceived notions you may have about 360° assessments. We chose *Everything DiSC® 360o for Leaders* because it’s more approachable, actionable, and personalized. Rather than collecting open-ended comments that can be unhelpful, *360o*uses a selectable comments feature that will give more richness and context to your report.  Your 360o report will summarize your raters’ responses with visuals and written feedback to help you process the information. You’ll also receive three personalized strategies for greater leadership effectiveness. We hope you’ll embrace these suggestions and put them into action—this is an important opportunity to elevate your leadership skills.  You’ll be receiving more detailed instructions shortly. In the meantime, please think about who you would like to select as raters. There are four categories of raters: manager, direct reports, peers, and others. Your manager(s) and direct reports should all be invited to participate. In addition, please select peers and anyone else who might fall into the “Other” category, such as internal and external customers. Resist the urge to choose only people who you know will rate you highly. A wide variety of feedback is important for ensuring a valid report.  We hope you’re excited to be part of the 360o process. We’ll be in touch in the next [number of weeks or days] with the next steps. If you have any questions, please do not hesitate to ask.  Best wishes, |

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| Leader Process Launch Template  Dear [LEADER]:  We are close to launching Everything DiSC® 360™ for Leaders. To get the ball rolling, we need you to submit your list of raters. Attached to this email is a spreadsheet template called Rater Information. Please save a copy to your desktop, replacing the word ‘template’ with your name. For example: Rater Information Spreadsheet\_johnqdoe  The spreadsheet outlines how to enter your rater information. Be sure to follow the instructions carefully, or your 360o will be delayed. You’ll be asked to provide email addresses, names, and rater-type codes (e.g., Peer) for each rater. Please include your manager and all of your direct reports.  If you’ve been asked to select raters for the “Peers” and “Others” categories, please choose a minimum of four per group. The “Other” category is meant to be used for internal and external customers. To get the most out of this opportunity, please resist the urge to choose only people who are likely to give you high marks. A wide variety of feedback will make your 360o experience more powerful.  Please e-mail the completed spreadsheet to [RECIPIENT] by [DATE].  On [DATE], you’ll receive an email from [email address] with the subject line, “Your leadership program—Action requested.” This email will contain an access code to an online assessment that will take 20–30 minutes to complete.  Your online assessment will include two parts: a 79-item DiSC® assessment and a 72-item Leadership Behavior section. Your raters will also complete a two-part assessment: the same Leadership Behavior section, as well as a 24-item Leadership Requests section that asks which leadership practices they’d like to see you do more of.  Please complete the online assessment by [DATE].  Once the assessment process is complete, you’ll be contacted to set up a one-on-one coaching session to explore the results of your report and set your leadership development goals. Please don't hesitate to contact me if you have any questions.  Best wishes, |

* Collect Rater Information
* Microsoft Excel Spreadsheet
* The managers will receive a Microsoft Excel spreadsheet to populate the names and email addresses of their raters.

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| Leader Email (One leader only) | Leader Name | Leader Gender (M, F) |

***Table will be repeated for other groups: direct reports, peers, customers, etc.***

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| Rater Introduction Email Template  Dear [RATER]:  [Company Name] is committed to developing our leadership capacity, and we need your help to launch our new *Everything DiSC® 360™ for Leaders* initiative. [Leader Name] has been selected to be part of 360o, and we’d like you to provide feedback on [his/her] performance as a leader.  Many leadership development programs use 360° assessments, which ask a leader’s manager, peers, and direct reports to rate the leader’s effectiveness. Rating other people can be stressful, and we chose *Everything DiSC 360 for Leaders* because it’s different. As a 360o rater, you’ll enjoy a streamlined experience. Rest assured that all of the feedback that [Leader Name] receives will be anonymous, with the exception of the feedback from [his/her] manager.  On [DATE], you’ll receive an email from [email address] with the subject line, “Request for your input on [Leader Name].” This email will include a link to an online assessment that will take about 20 minutes to complete. Please complete the assessment the same day you receive it, or as soon as possible.  Your assessment for [Leader Name] will include two parts: a 72-item Leadership Behavior section, as well as a 24-item Leadership Requests section that asks which leadership practices you’d like to see [Leader Name] do more of. In addition, you’ll have the option to use a selectable comments feature to help you clarify your feedback.  We hope you’re excited to be part of the 360o process. Thank you in advance for completing the assessment—your participation in this program will help strengthen the leadership at [Company Name]. If you have any questions, please don’t hesitate to ask.  Best wishes, |

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| Meeting Invitation Email Template  Dear [LEADER]:  Thank you for participating in [ORGANIZATION]'s Everything DiSC® 360™ for Leaders program. Your profile is ready for you!  You have been scheduled for [DATE/TIME] to meet with [COACH] for a one-on-one session to receive your profile. [COACH] is [INCLUDE INFO/CREDETIALS ABOUT COACH]. During your session, you will have the opportunity to understand how others see you as a leader, discuss strategies to become a more effective leader, and create an action plan for next steps.  Here are some things to keep in mind:   * 360o-feedback reports are designed to show differences between rater and leader perceptions. Where the differences are large, there is often potential for leader growth. * Your leadership is influenced by a variety of factors such as character, life experiences, cognitive abilities, and maturity. * Everything DiSC 360o for Leaders focuses on your interpersonal aspects of leadership. * While it is not necessary to excel in all eight leadership approaches presented in this profile, at least some level of competency in each area is needed to be a great leader. * 360o for Leaders reports on your leadership strengths as well as development opportunities so don't forget to look for your positive feedback. * You are more likely to excel in leadership areas that are compatible with your DiSC style [include if DiSC is used in the organization].     Thank you for participating in this program. If you have any questions, please don't hesitate to contact me.  Best, |