



How to receive your feedback report

Have you ever taken part in a 360-feedback process at work? Did you end up with a report to look through that made you feel a bit nervous, and well, just a bit vulnerable?

Even the most experienced and well-regarded leaders have room to grow. In fact especially the most well-regarded leaders, as they are the people who are always looking for opportunities to broaden their skills and insight.

There is not one way of leading. There is not one way of managing a team. We all do this largely in line with our personality preferences, internal value system and based on the experiences we've had to date: the leaders and managers, helpful and less helpful, who we've learnt from ourselves. And because of this, our preferred way won't always work for everyone. And understanding this helps us get clarity on when and how we may need to adapt how we behave.

Seeking feedback, for example in a formal way via a 360 feedback process is one way of seeking new perspective on how you show up. It's not the only way, but it is one way. And it provides an amazing opportunity to learn and grow. (If you're interested in reflecting more on this, check out Elizabeth Day's podcast: [How to Fail Podcast — Elizabeth Day \(elizabethdayonline.co.uk\)](#))

And it can also be scary to be faced with the prospect of being told how we do some things isn't working for everyone. If you've got a 360 feedback process coming up you may be feeling anxious, defensive, worried. But remember this feedback will undoubtedly shine a light on your amazing strengths and the skills you bring to a team that colleagues find invaluable.

So here are some top tips to support you in getting the most out of receiving feedback:

1. Remember it's a collated set of opinions, collected in a moment in time, not scientific fact. It's not a rigorously tested psychometric tool. The folk who have given you feedback will have written it based on their own preferences and values too.
2. Learning about the behaviours we exhibit and how they land is liberating! It gives us a clue as to how and when we might need to adapt our leadership approaches.
3. You may experience one of these things when you read a comment you don't agree with: denial, mistrust or a need to rationalise why you behaved in a certain way. This is all really normal. Take the opportunity to talk it through with someone you trust – a line manager, trusted colleague or coach.
4. Reflect on what beliefs you are holding about the significance of this report and gently challenge whether they are true? For example it's very easy to catastrophise one piece of developmental feedback into 'I'm rubbish at my whole job'. But is that genuinely true? It's very easy to think 'well I'll NEVER be a successful leader, because there's stuff I'm getting wrong'. I'd go as far to say the fact you're getting things wrong, if you're willing to get up and try something different and give it another go, is the very sign of a successful leader.
5. Go through your feedback report with a highlighter and put a lovely neon line through all the good stuff you want to celebrate. Talk about this with your friends, your line manager and anyone who will listen!

The human brain is programmed to pay way more attention to the threat – the developmental feedback – so don't allow your brain to hijack you into not giving space to celebrate all that you are already doing brilliantly.

Sit with the brilliant stuff, and really take it on board. What can you acknowledge yourself for today?

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