Viva Glint
360 Subject Guide

Designed for the Subject of a 360 feedback program, this guide will walk you through:

- What to know before you begin
- What to know once you get your results
- How to access your 360 report
- How to review your 360 report
- How to prepare and act on your results

Microsoft Viva

Before you begin your 360 feedback program

Review this page to understand why the 360 feedback program should matter to you, what to expect from the program, and what you'll be asked to do as a participant of the 360.

Why it matters

360 feedback, which comes from multiple sources like a manager, colleague, or direct report, provides unique insight into how we match up to expectations in the world around us. Rather than relying on a single viewpoint, this holistic input tells a story about our strengths and opportunities for improvement. Participants use 360 feedback to become more self-aware, take small actions to improve, and continue taking steps forward.

85% **of people struggle with self-awareness**

Research shows that while 95% of people think they're self-aware, only 10-15% of people are. Gaining diverse perspectives on strengths and opportunities is a foundational step to professional growth and meaningful change. (Eurich, 2018)

What to expect

The Viva Glint 360 feedback program is designed with growth and learning as its primary goal. Its lightweight approach enables you (the **subject**) to easily request feedback from those who are familiar with your work (your **feedback providers**). The report helps you quickly understand where to focus. Integrated learning resources and development plans make it simple for you to move from feedback, to insight, to action.

Depending on how your organization set up your 360 to be shared, results can be available not only to you but also to your manager or their upward hierarchy.

A 360 survey lets you to examine and build your development habits:

- **How do you react to feedback?** Pay attention to how you respond to feedback. If it triggers negative thoughts or feelings, consider why and how you can reframe that feeling into a moment to improve
- **Are you creating space for your own development?** Put weekly reflection time on your calendar to check in on your development. Ask yourself: *What did I try this week to develop my skills? What did I learn?*
- **How are you using feedback to check in on progress?** Ask for informal feedback from a few of your feedback providers after you try small actions. Ask them: *I have tried [a small action]; what improvement, if any, have you noticed? What do you suggest I try next? What skills are most critical for success in my current and/or future role.*

What to do

Step 1: Invite feedback providers.

Select and request input from different people - including those who you lead, your manager, your colleagues, and others you work with. Some feedback providers might be pre-selected for you.

Step 2: Complete your self-assessment.

Answer a brief set of questions about how you believe you show up at work. These are the same set of questions that your feedback providers will respond to.

Step 3: Act based on your report.

Once you get access to your report, use this guide to reflect on your key strengths and opportunities and to start taking small actions. You can involve your manager or a coach (if assigned) to incorporate your ideas and learnings into your growth and development.

Eurich, T. (2018) Working with People Who Aren't Self-Aware. HBR, https://hbr.org/2018/10/working-with-people-who-arent-self-aware#

Once you receive your 360 feedback results

The survey is complete and it's time to reflect. Before you look at the feedback in your 360 report, consider how you should approach the comments and interpret the insights. Follow the steps listed below to create the right mindset before reading results.

As you review your results

- **Stay curious**. Treat feedback as a gift instead of a judgment. We all have opportunities to improve.
- **Adopt a growth mindset**. Embrace challenges and celebrate successes. Don't just focus on areas of opportunity, but also consider how you can build on your strengths. Approach feedback as a springboard for growth and increased performance.
- **Assume positive intent**. Assume that people intended to provide you with candid, constructive feedback – not demean you.
- **Don't take it personally**. Respect your feedback providers' confidentiality. Focus on the message instead of trying to figure out who said it.
- **Focus on themes**. You may disagree or be surprised by some feedback. Keep an open mind, seek to understand, and focus on overall themes.
- **Prioritize feedback for action**. You don't have to act on every piece of feedback. Prioritize the feedback that will be most impactful.
- **Be thankful**. Thank those who took the time to invest in your growth and provide feedback.

Apply our ACT (Acknowledge, Collaborate, and Take one step forward) framework to understand your 360 feedback results and translate your insights into meaningful action.

	A	C	T
Start with a purpose	**Acknowledge where you are**	**Collaborate on where you want to go**	**Take one step forward**
Step 1	**Step 2**	**Step 3**	**Step 4**

Step 1: Start with a purpose

Take time to reflect on what you want to achieve in your role and your career and how feedback can help you. Be clear on what you want to learn from your 360 feedback program to help guide your results analysis and action taking.

Ask yourself:

- What career goals do I have?
- What skills are most critical for success in my current role? Future roles?
- What do I want to learn from the 360?
- What do I want to achieve from the 360?
- How do I want to use the information?

Step 2: Acknowledge where you are

Use these report walkthroughs to review your results. Identify the key themes that are most relevant to your role and what you're hoping to achieve. The intent of this step is to get a clearer understanding of your strengths and opportunities based on the feedback.

1. Review the full set of results.
2. Review your **Top relative strengths** and **Top relative opportunities**.
3. Compare your self-assessment ratings with the ratings from others.
4. Review scores for each competency and by rater category.
5. Read comments to discover more information.

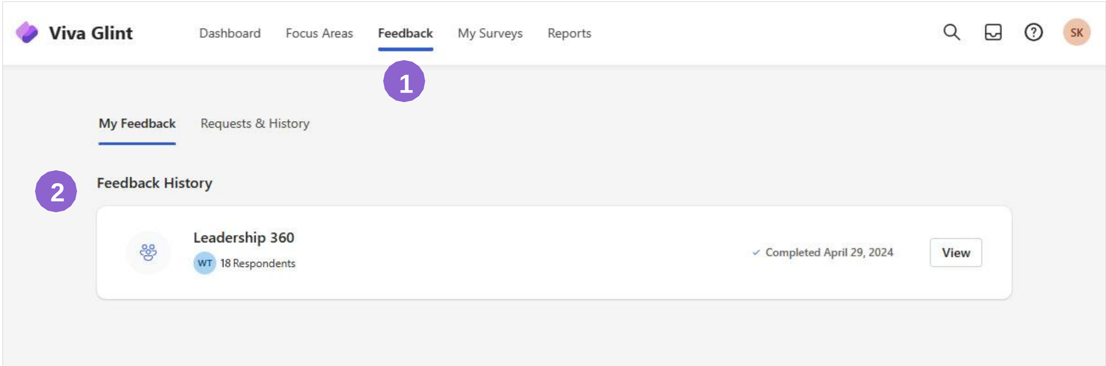
Ask yourself:

- What surprised me?
- Where was my perception of myself different than my feedback providers perception of me? What areas were the same?
- What did I learn about myself in relation to the skills that are most critical for my job?
- What should I celebrate?
- What am I unhappy or frustrated about?
- What opportunities would I most like to act on?

Now that you've read through best practices and our recommended steps, you're now ready to start reviewing your results.

Access your 360 report

You will be notified via email when your 360 feedback process is complete and your report is available. Alternatively, when released, you can access your report directly from the Viva Glint platform.

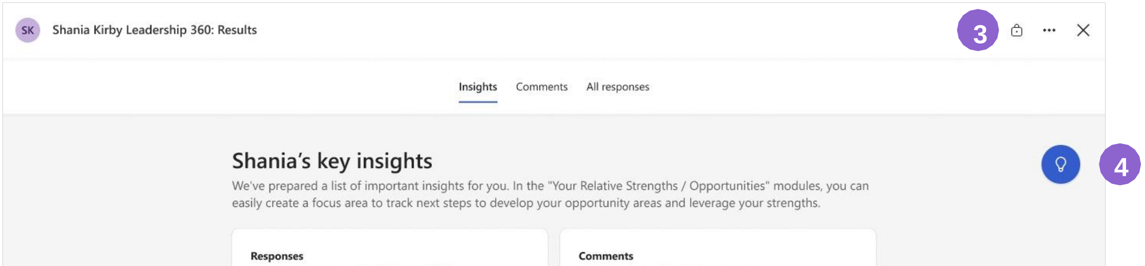


1 Feedback tab

Your completed 360 report is accessible via the **Feedback** tab.

2 Feedback history

Scroll down to the **Feedback History** section to see your completed 360 cycle. The total number of respondents is listed with their initials. Select **View** to open the report.



3 Report toolbar

On the report toolbar, select the **lock symbol** to review the confidentiality settings for the report. Then select the **ellipses** to download a PDF of the report, or select **X** to exit.

4 Lightbulb icon

Select the **lightbulb** icon for additional guidance on reading the report and use the links to additional resources.

Review your 360 report

Report tabs, Responses, and Comments

The 360 report is comprised of three tabs listed at the top: **Insights**, **Comments**, and **All responses**.

1 Insights

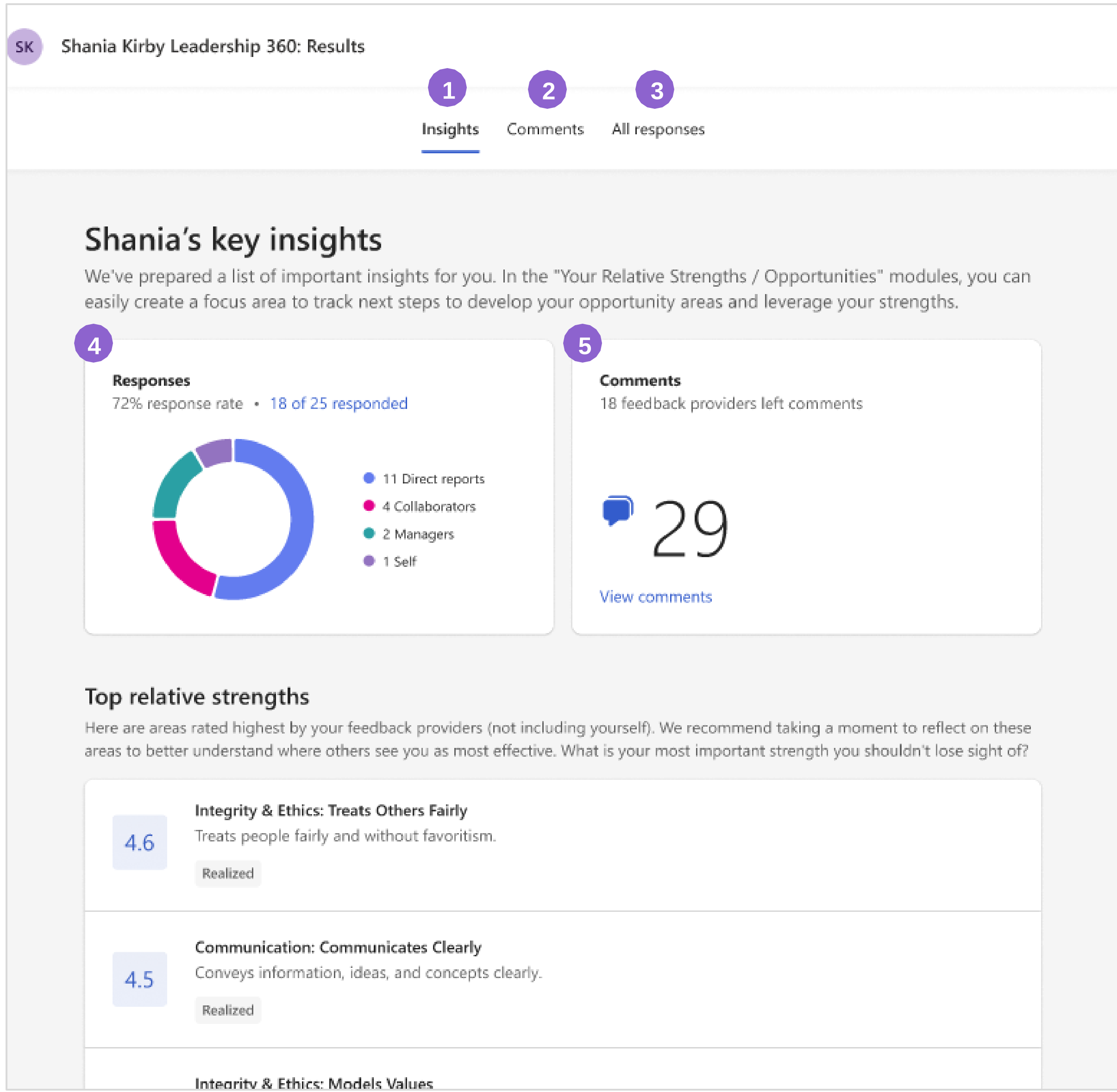
The report opens to the **Insights** tab. This section provides a top-line view of the results of your 360.

2 Comments

Select **Comments** to review all the comments in the report. Comments are intended to give additional context for why someone provided the rating they did.

3 All responses

The **All responses** section provides a detailed view of all survey items. You can switch between viewing the information as a bar charts or a table.



The **Insights** tab shows you five sections: **Responses, Comments, Top relative strengths, Top relative opportunities,** and **Overall scores.**

4 Responses

Responses provides a breakdown of the roles who responded to your feedback request.

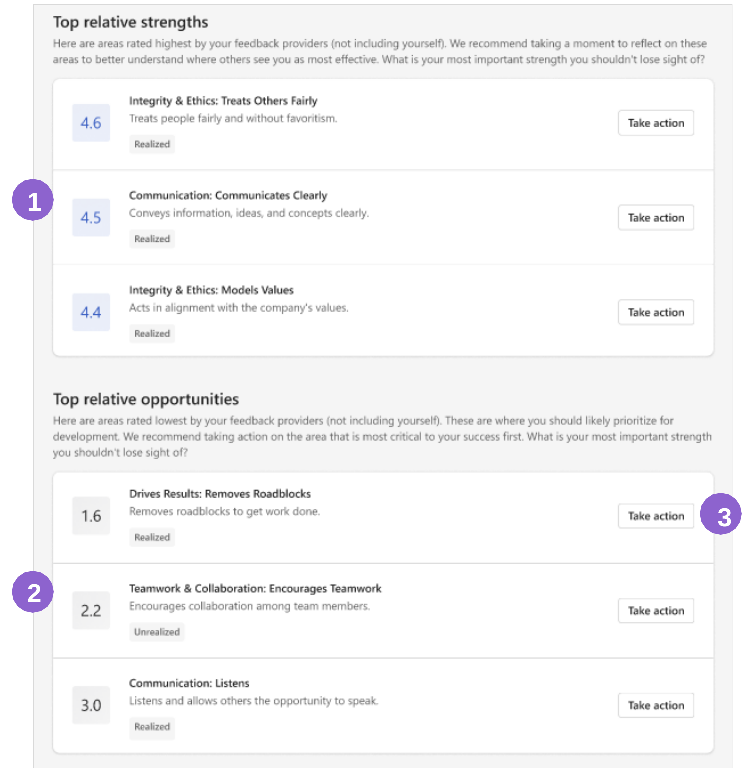
5 Comments

Comments are the total number of comments received and the number of feedback providers who left comments. Take note of the number of comments now but save the comment deep dive for later.

Review your 360 report

Strengths & Opportunities

Continue to use the **Insights** tab sections to review your scoring. Look for insights where the review generates self-awareness, what you are doing well, how you align with others, and where the gaps and variances lie.



1 Top relative strengths

The top three Strengths as rated by others – areas to celebrate!

2 Top relative opportunities

The top three areas of Opportunity as rated by others — areas to prioritize for development.

3 Take action

Select **Take action** to add a Focus Area associated with the strength or opportunity. Remember, *one* small step is the best method for success.

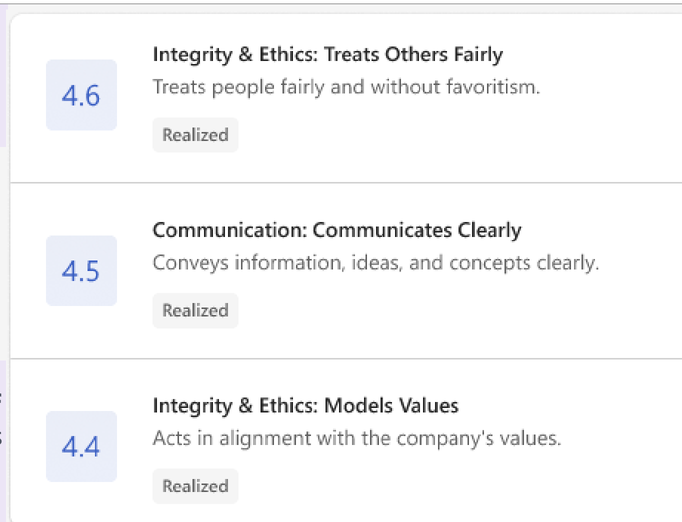
For more information on how to create and edit Focus Areas, see the *Take action with your 360 results* section of this guide.

Spotlight: Strengths & opportunities scoring

Each rating item mapped to a competency is categorized into a strength or opportunity (S&Os).

S&Os are based on the **All but Self** average score, which is the average of each feedback providers' score, excluding the subject.

When a 5-point scale is used, if the **All but Self** score is between 3-5, the behavior is labeled as a strength. If below a 3, it is labeled as an opportunity.



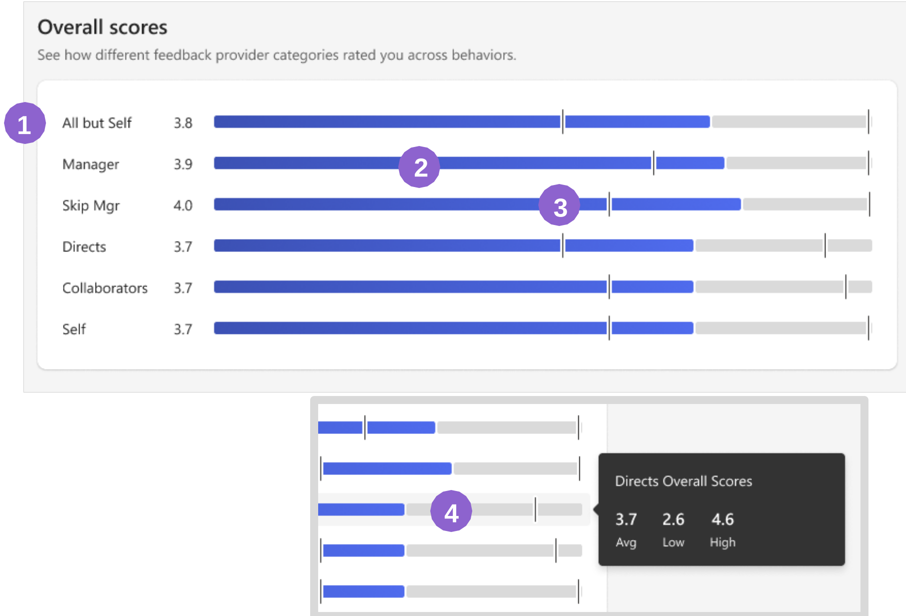
Strengths and opportunities are generally labeled as **Realized** if the difference between the **All but Self** score and the **Self** score is within one point. This score indicates that the subject's self-perception is close to others.

Strengths and opportunities are generally labeled **Unrealized** if the difference is less than -1 or greater than +1. This score indicates that the subject's self-perception is different from the others.

Review your 360 report

Overall Scores and Strengths & Opportunities chart

The **Overall scores** and **Strengths & Opportunities** chart can also be found on the **Insights** tab.



Overall scores

1. **All but Self** provides an average score from all raters (other than yourself), making it easy to compare responses from raters to your own.
2. The average score for each category is represented in blue.
3. Black lines provide a visual representation into the highest and lowest ratings provided by each feedback provider group.
4. Hover over a category to reveal the average, low, and high scores.

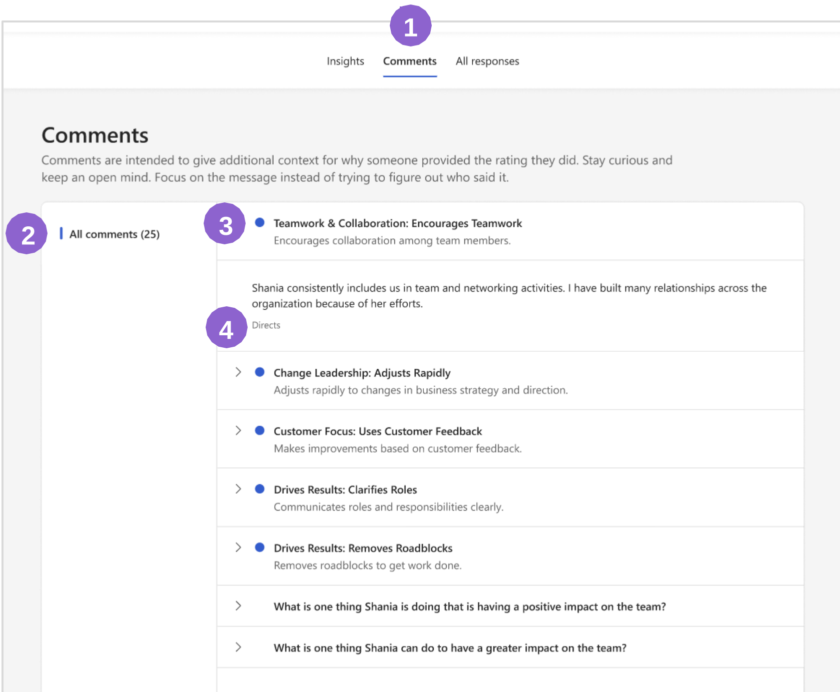
Note: Your report also shows this breakdown by each competency/category.

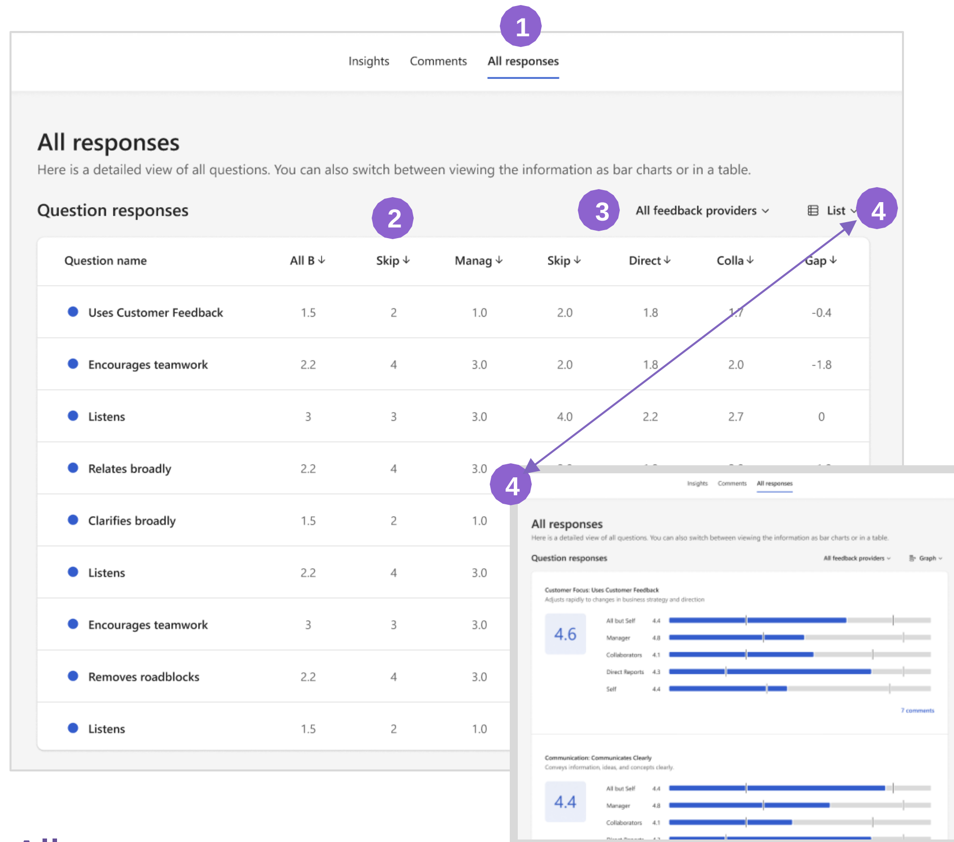
Alignment of strengths & opportunities

1. The y axis is how others rated you by competency scored.
2. The x axis is how you rated yourself.
3. Ratings in the upper left are **Unrealized strengths,** where others rated you higher than you rated yourself.
4. Ratings in the lower right are **Unrealized opportunities,** where others rated you lower than you rated yourself.
5. Select the **By behavior** dropdown menu to view strengths and opportunities by competencies in a chart view.

Review your 360 report

Comments and All responses tabs





Comments

1. All open-ended feedback comments from the 360 are shown on the **Comments** tab.
2. **Comments** are grouped by competency and question. Use the arrow to expand the comments window.
3. Blue dots indicate ratings as a strength. Grey dots indicate opportunities.
4. The **Comments** section shows the feedback provider category which provided the comments.

All responses

1. **All responses** provides a detailed view of the responses from you and from your feedback providers.
2. Columns are sortable by feedback provider category. Review your scores by category to see how different groups view your strengths and opportunities.
3. Filters allow you to add or remove feedback provider categories from view.
4. Toggle to switch between a list and graph view of the questions and response ratings.

Prepare to act on your 360 results

By now, you've already completed Step 1 (Start with a purpose) and Step 2 (Acknowledge where you are). Your next steps revolve around how to actionize what you've learned while reviewing your results.

Step 3: Collaborate on where you want to go

Collaborating with others enhances the impact of your 360 by providing input, feedback, organizational resources, and other support. This could include:

- **Your leader** – Though not required, it's recommended that you share your results and discuss your development priorities with your leader to get their alignment and support.
- **Coach/Mentor** - If you have a coach or mentor, share your results and seek their input. Use them to help you be accountable for your action plan.
- **HR** – Seek guidance on your development plan and resources related to your Focus Areas (e.g., training, mentor programs, open roles, etc.).
- **Peers** – Seek the input of a trusted colleague to provide a fresh perspective and candid feedback on your ideas.

Ask yourself:

- Whose help or support do I need in my development?
- Who should I align myself with on my developmental Focus Areas?
- Who can provide valuable guidance or suggestions on where I should focus?
- Who can provide ideas on resources or opportunities to help my development?

Step 4: Take one step forward

Turn your insights into action by identifying a Focus Area to target for development. Consider:

- Building on a **Top relative strength** or improving on a **Top relative opportunity**.
- Understanding and improving an **Unrealized opportunity** or **Unrealized strength.**

Reflection helps us learn more and perform better. Take time to reflect and track your progress.

- **Be intentional**. Identify situations for practicing your Focus Area and purposely reflect on your performance afterward.
- **Seek feedback** - Inform others who can observe your performance related to your Focus Area and frequently ask for feedback from them. (*Example: "I'm working on developing my public speaking skills. I know you attended my presentation last week. Could you provide me some feedback? What do you think I did well? What is one thing I could improve upon for next time?")*. Reflect on your progress.
- **Revisit your evidence of success** - Reflect on how your performance aligns with your definition of success and identify any gaps that remain.
- **Adjust and recommit** - Make changes to your development plan, if needed. Commit to revisiting your progress at a specified time in the future.

Ask yourself: Where will development add the greatest value?

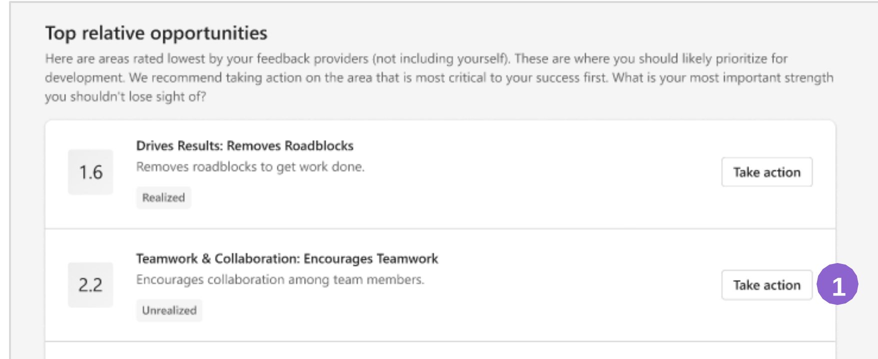
- How can I link my development actions to what I am already doing on my job?
- What does success look like?
- What will I do in the next 30 days to act on my Focus Area?
- What progress do I feel good about?
- What have I learned?
- What do I still need to work on?

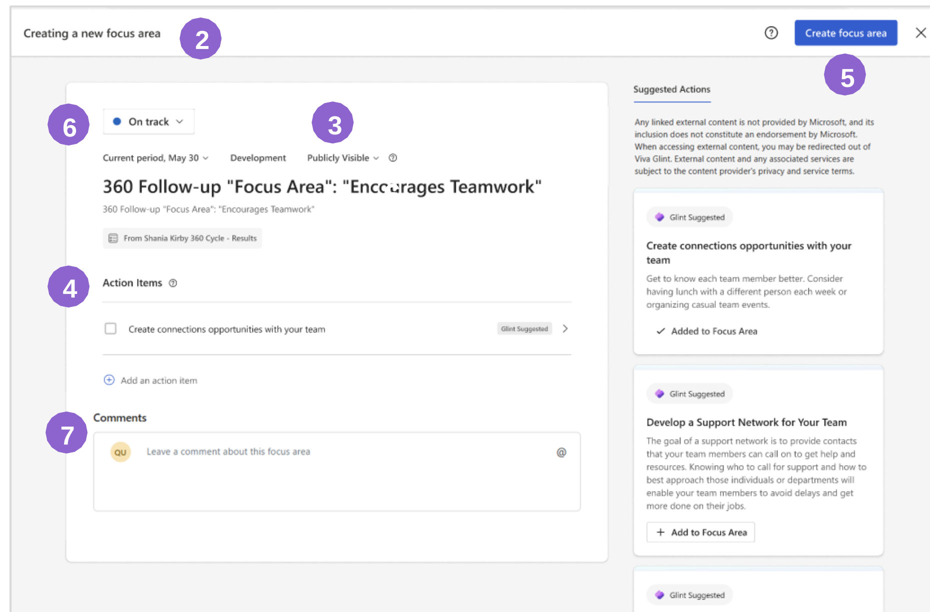
Take action with your 360 results

For any of the top three strengths or opportunities listed on **Insights**, create an associated Focus Area:

- For strengths, lean in and develop them further.
- For opportunities, take action to improve on your performance in your role.

1. From your Insights tab, hover over the **strength** or **opportunity.** Select **Take action**.
2. **Creating a new focus area** window opens. The Focus Area is associated with the selected 360 strength or opportunity.
3. Focus area settings can be collaborative. Visibility settings are available and may vary for your organization.
4. Select **Add an action item**. This is your development plan which allows you to add details and actions.
5. Select **Create focus area** to save your work to your **Focus Areas** tab (referenced below).





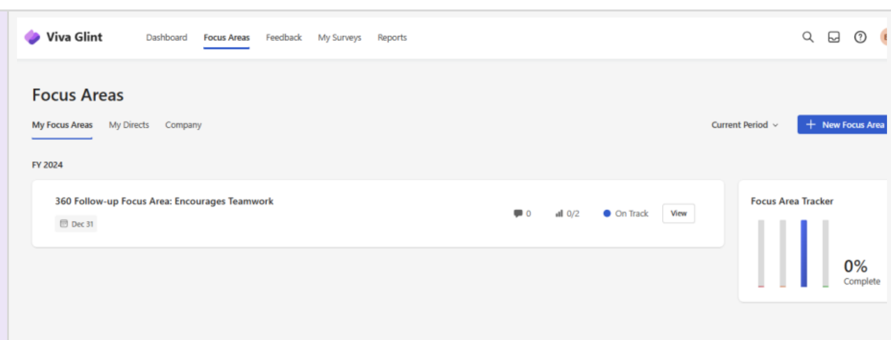
Return to the Focus Area to:

6. Select the **On track** dropdown menu to update progress.
7. Use the **Comments** box to share status or collaborate with team members.

Focus Areas

Viva Glint's **Focus Areas** tab uses the same framework that spans across survey programs. Once you create Focus Areas for your 360, they show alongside other Focus Areas you've created.

1. Navigate to the **Focus Area** tab within your Viva Glint **Dashboard** to see all your Focus Areas in one place.
2. Your manager can see your Focus Areas and should check in with you regularly on your progress.



More Resources

Documentation:

- 360 Feedback Program Overview & Terminology
- 360 Subject Experience
- 360 Feedback Provider Experience

Learning modules:

- Get to know Microsoft Viva Glint 360 feedback
- Understand Viva Glint's approach to 360 feedback

Microsoft Viva