UQ Leadership Survey
Briefing Guide for Leaders
UQ Leadership Survey - Briefing guide for Leaders

Welcome to your UQ Leadership Survey 360-degree feedback process, an invaluable support for your leadership development. This guide provides all the information you need to get started. Please note, in this process you are referred to as the Leader, and those offering you feedback are referred to as Respondents.

Selecting respondents for your 360

Who should you choose as your respondents?

Consider what you want to achieve from the survey, and identify those individuals who are best placed to help you achieve this objective. For example, if you are most interested in perceptions of your leadership in relation to a particular project, you should select respondents who work you on that project. Your manager is likely to be able to provide useful suggestions for respondents. Respondents who can provide meaningful feedback include your:

- **manager/supervisor** – the person most responsible for overseeing your work. Asking your supervisor to provide feedback is a given (unless they don’t know you well enough yet, in which case you could invite your previous supervisor to take part). You can include more than one. Your supervisor’s feedback is NOT anonymous (unless you nominate more than one supervisor).

- **peers and colleagues** – frequently fellow team members, or people in similar roles to you across the university. They may not necessarily work in the same organisational unit as you, but they must be reasonably familiar with your work and leadership style. Generally speaking, the most accurate ratings come from those who have known you for between one and three years (long enough to be familiar, but not so long that they begin to generalise).

- **direct reports** – people you supervise. Include all of them unless there is a very good reason not to. This will help get a good spread of responses, ensure anonymity and prevent any perception of favouritism or bias in the survey.

- **other contacts** – internal or external to the university, such as customers, collaborators, industry representatives or members of community groups you work closely with – they must have had sufficient opportunity to observe how you work.

- **self** – self-ratings are an important part of 360-degree feedback, as it helps you familiarise yourself with the behaviours you are being rated on, and enables you to test your own perceptions against those of others. Try to be as honest and fair as you can in your ratings.

How many respondents should you select?

You should invite at least five respondents in each category (except manager). Inviting more respondents will generally improve the accuracy of the results and reduce the influence of one or two individuals. A total of five respondents (excluding self-ratings) must have completed the survey for a report to be generated. There must be three or more completed responses in the ‘peers’, ‘reports’ and ‘other’ categories for these to appear in the report.

How familiar should they be with your work?

- You should work with them on a regular basis – they need to be able to comment on your behaviour in a work context.

- A good rule of thumb is that you have been working with each of your respondents for at least six months.

- Include respondents who can provide you with a balance of positive and constructive feedback.
**Should you communicate with respondents directly?**

Since you are asking your respondents to do you a favour in taking the time to give you thoughtful, candid feedback, it is appropriate to contact them in advance of their receiving the email from the survey system, and then to follow up with them afterwards to thank them. Let them know that you are undertaking the survey and what you hope to achieve, and that you would value their input. You can also tell them that it will take about 10-15 minutes to complete the survey, and direct them to the Leadership Survey website or the OD team to answer any queries they may have.

**Once you’ve chosen your respondents...**

Get in touch with them and ask them if they are prepared to provide you feedback. Explain your intention to develop your leadership, and that their responses (aside from your manager) will be anonymous. Complete the respondent spreadsheet and double-check that the email address you have entered is correct. Any errors will result in your respondent missing out on the opportunity to provide you with feedback. Be sure to include yourself as a self-rater! Return the completed spreadsheet via email to your survey organiser. The survey organiser will be in touch with them to send a link to the respondent briefing, and they will receive an email invitation from the survey system with all the details about the survey.

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### Sample email to respondents – adapt to suit your needs

**Dear [name]**

As discussed, I am participating in a 360° feedback process and would appreciate your support as a respondent. This means I’m asking you to complete a confidential electronic feedback survey that will provide me with valuable information to help me plan my development. The survey will take approximately 10 to 15 minutes to complete. I am genuinely interested in your feedback and intend to use the survey results to support my leadership development.

Your responses are anonymous, and will be de-identified and grouped. I will not be able to identify specific respondents (except for my manager), so please be honest in your feedback.

Please keep an eye out for the survey email from ‘uqleadership@uq.edu.au’. If it doesn’t arrive please check your junk email folder. There will be a closing date on the survey and I would appreciate you making sure it is completed and returned by that date so I can receive my report. Prior to completing the survey, you are strongly encouraged to review the information and respondent briefing guide provided on the UQ Leadership Survey website.

**Please be aware** that I am completing the UQ Leadership Survey process as part of a leadership cohort. As such, respondents may be invited to provide feedback to multiple leaders at the same time. To ensure respondents have adequate time to provide feedback and avoid survey fatigue, survey open times for a leadership cohort are likely to be scattered. As a result, you may not receive your invitation to complete my UQ Leadership Survey for several weeks following this email.

I appreciate your time and your willingness to take part in this process. If you have questions about the process itself, you can visit the UQ Leadership Survey webpage ([http://hr.uq.edu.au/leadership-360survey](http://hr.uq.edu.au/leadership-360survey)) or speak with Tamma Sorbello in Organisational Development, HR Division ([uqleadership@uq.edu.au](mailto:uqleadership@uq.edu.au); 07 336 51963).

**Thanks again**

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*The sample email to respondents is also available as a word document [here](#).*

**How does the survey process work?**

Once you return your respondent spreadsheet the survey organiser will upload the details for your survey into the Voice Project system. You and your respondents will receive invitations with a unique link to complete the survey online. The survey typically takes 10-15 minutes, and you and your respondents will generally have two weeks to complete it. Your report will be available shortly after the survey closes, and will be provided to you at a debrief session scheduled at your convenience.
What to expect from your debrief and coaching

What will happen in the debrief session?
Your debrief session will be conducted with a consultant from the Organisational Development team, or an external consultant or coach, depending on your situation. In the debrief session you will receive your survey report and be guided through the contents. You will have an opportunity to reflect on your strengths and areas for development, and will begin formulating your action plan.

At the conclusion of the debrief session (or sessions, if needed) you should have an agreed development plan and some support options. You may also select a coach to work with as you implement your actions.

What is the role of the consultant or coach?
The consultant is there to help you understand the data that is being presented and reflect on its meaning for you. They will also help you to begin formulating your action plan.

If you have a coach, they will work with you for an agreed number of sessions to help you implement actions and track your progress. The coach may be a specialist in an area you have identified, or may act as a more general support.

Other important information

What about confidentiality and anonymity?
All data is collected and stored by Voice Project, our survey partner.

To protect anonymity of respondents, the report you receive does not identify who gave which responses (other than yourself and your manager/supervisor).

The feedback will only be accessible by people involved in coordinating the program who need access in order to provide you with your report. Your results will not be shared with anyone else without your permission. However, it is expected that following the debrief process you will share your action plan with your manager, and a summary of your intended actions with your team.

Do I have to share my report with anybody?
The survey report is a tool for your development. The consultant who conducts your debrief will have access to your report in order to facilitate this process, and you may need to share it with your coach if you have one. You will not be required to share your full report with any other parties unless you choose to do so. It is however expected that there will be some disclosure about your outcomes from the survey (not necessarily the results). It is expected that you will share your intended action plan with your manager at a later point. It is also expected that you will share a summary of your action plan with your team.

Following up with others has benefits for all parties. Follow-up by a leader after a 360 survey shows respondents that their input is valued and opens up opportunities for further discussion and feedback. It also helps leaders to keep themselves accountable for the changes they wish to make. Finally, the degree to which leaders follow up with respondents is predictive of the degree of change that colleagues report observing.
**Repeating the survey over time**

An important part of the process is repeating the survey in order to gather further feedback and identify changes that have occurred. It is important to leave enough time between surveys for you to make changes, and for these changes and their impact to be observed and noted by your colleagues. We recommend repeating the survey approximately every two years.

**Any questions or concerns?**

Answers to many frequently asked questions are available on the UQ Leadership Survey website ([http://hr.uq.edu.au/leadership-360survey](http://hr.uq.edu.au/leadership-360survey)).

If you need any advice about choosing respondents, or about the 360 survey process, please contact Tamra Sorbello in the Organisational Development team. If you have questions about your survey specifically, please contact your survey organiser.