



**GUIDE TO SELECTING
YOUR RATERS**

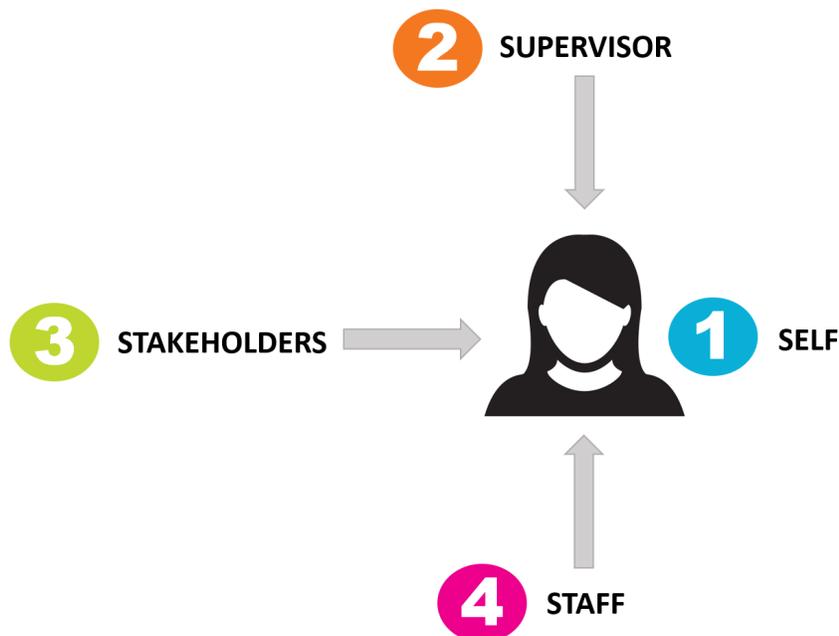
GUIDE FOR SELECTING YOUR RATERS

A multi-rater feedback tool allows you to see yourself through the eyes of others. The insights obtained through the process can deepen your self-awareness, highlight valued strengths, and clarify key opportunities for development to increase your leadership effectiveness and improve your impact within the organization.

The feedback you receive through the process is completely confidential – **only you and your coach will receive a copy of the feedback report** – as such, you will get the most out of the experience if you ask individuals to provide you feedback who are representative of those you work with on a regular basis and who will provide candid and constructive feedback.

Some participants try to “stack the deck” in their favor by inviting only those individuals who they know “like them” or with whom they have a positive relationship, with the hopes of inflating the numbers. Others want to exclude the individuals with whom they have difficult relationships or past conflicts because they “just don’t like me” or will “skew the results.” This is an opportunity to understand how others are experiencing your behavior and to look for patterns that might signal opportunities to improve or change your approach.

Raters are selected based on their working relationship with you and grouped that way. Individuals who are in the best position to provide rich feedback are those who are familiar with your work and work closely with you. We encourage you to discuss who you are planning to invite to provide you feedback with your supervisor and seek suggestions and recommendations from them.



RATER GROUPS

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SELF

This process is an opportunity to engage in personal reflection and build self-awareness, which starts with you responding to the same set of items as your raters. This gives you the opportunity to see how your perceptions of yourself compare to how others see you.

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SUPERVISOR

Your "Supervisor" is in most cases the individual to whom you report on the organizational chart. Typically, this is the individual who guides your work and evaluates your performance. You can designate **only 1** individual as your Supervisor; this individual's feedback **will NOT be anonymous**. There are a few cases in which someone other than the individual you directly report to might be a better selection for the role of supervisor, but you will determine that based on your context:

1. If you are very new to your current role (for example, in the role less than 3 – 4 months), then you might want to invite the individual to whom you previously reported.
2. If the person you report to is very new to their role (in the role less than 3 – 4 months), then you might want to invite the individual to whom you previously reported.
3. If you have a matrixed relationship and you are specifically interested in feedback from an individual who oversees your work, but with whom you do not have a formal direct report relationship

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STAKEHOLDERS

The "Stakeholders" group is available for you to identify individuals from whom you want input in addition to your supervisor and staff. This could include peers, business partners, the members of a committee or project group you are a part of, a group of senior leaders with whom you interact on a regular basis, etc. You define what this group will represent. You are **required to invite a minimum of 5 Stakeholders**. You can invite up to 25. The insights you receive from these individuals **WILL be anonymous**. If less than 3 of your Stakeholders complete the questionnaire, you will not receive results from this group to ensure rater confidentiality.

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STAFF

"Staff" is typically individuals with whom you have a formal reporting relationship, and you are responsible for evaluating their performance, or you informally supervise and direct their work. You are **required to invite at least 3 Staff**, but we strongly encourage you to invite all your direct reports and extended team, up to 25 individuals. If you have more than 25 Staff members, it is best to take an objective approach to selecting who will provide you feedback, such as random selection of names and letting the entire group know how you selected who is invited. This will reduce any anxiety around the process about why some Staff were invited and some were not. The insights you receive from these individuals **WILL be anonymous**. If less than 3 of your Staff complete the questionnaire, you will not receive results from this group to ensure rater confidentiality.