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Subject:
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To:



360 Rater Information

Who are your raters?

You may choose up to **30 Raters** including yourself. The primary raters are You, your Boss(es), Direct Reports (your staff), Peers (business partners and fellow principals), and Other (preferably "parents" but can be community leaders involved in your school).

1. Your **SELF** rating is most important - no one knows your skills better than you. This self-rating will allow you to compare your rating of yourself against those in each category. **IMPORTANT!** This will be a primary focus when you have your private feedback session.
2. You must have at least **one BOSS** but can have up to **three**. One Boss should be the person who evaluates and supervises you on a daily basis. Most people choose only one boss. Bosses should be reminded that their names will accompany their ratings in your report.
3. You must have a "minimum" of three (3) raters from **DIRECT REPORTS**. We recommend you obtain the largest number from the Direct Report category - **persons for whom you do a performance evaluation**. For principals, these would be your **teachers**, of course, but could include secretaries, counselors, asst. principals, staff of various training, etc. Ideally, a mixture is good with teachers being the largest number.
4. You must have a "minimum" of three (3) raters from **PEERS (business leaders, fellow principals)**. These would be persons who who have leadership experiences in the business/educational field that enable them to relate to your job requirements and pressures as an educational executive.
5. You must have a "minimum" of three (3) raters from the **OTHER** category. These would be your key **parent leaders** or other influential and supportive community people who have children in your school and who have gained your respect.

Summary of Raters:

1. Your Self-rating

2. Your Boss (or Bosses - can have up to three)

3. Direct Reports (Teachers and staff - must have three but recommend 10 to 15)

4. Peers (Business Partners and fellow principals - must have three but recommend 4 to 6)

5. Other (Parents/Community Leaders - must have three but recommend 4 to 6)

Total Raters must not exceed 30!

How do I go about selecting the best raters?

1. Choose your raters thoughtfully and objectively. Remember, you are not asking your raters to do a performance evaluation, but to provide you with thoughtful feedback on their “**perceptions**” of your job skills and performance - a very important distinction!

2. Select raters who have a fair degree of knowledge of you and how you go about doing your job.

3. Do a double check in selecting persons who hold you in high esteem. All of us are heroes to select people.

4. Very important! Avoid people with whom you have significant conflict - either personally or professionally. Even if you have a strong ego and a thick skin, don't give these people a forum for their issues. It may hamper your dealings with them on a daily basis.

5. Conversely, fair-minded persons with whom you have differing philosophies, methods, ideas, and views, may be your best raters and may offer you the greatest opportunities for leadership growth.

Any suggestions as I approach my raters?

1. Share with them the leadership program you are involved in and the requirements of you as a participant. Because of your respect for them, you are asking their assistance.
2. Tell them they will be asked to **rate you on 15 leadership categories involving 60 specific leadership skills** designed specifically to assist leaders in education to improve their leadership skills. Call attention to the **Five (open-ended) Questions** concerning your leadership.
3. Acknowledge how busy they are but emphasize how important it is for you to continue growing as an educational leader for the school community.
4. Tell them the 360 instrument will be **on-line** (no paper/pencil) and can be completed in 15 to 20 minutes. Ask them to please take the task seriously and to complete the instrument as quickly as possible. Give them your heartfelt thanks.
5. Be sure to get an accurate e-mail address for all your raters.
6. If your raters use their home e-mail, ask them to remind those in the family using the computer to not erase the information.
7. If they use their office e-mail, ask them to remove the “spam check” for a few days or until the project is completed.