

360 feedback

Honest, structured, anonymous.

360-degree leadership feedback for CEOs and senior teams. Honest, structured, anonymous input that raises self-awareness, improves leadership, and strengthens team performance. Run end to end by me, with everything administered, debriefed, and ready to act on.

WHY THIS MATTERS

Most leadership teams have unseen *blind spots.*

People hold honest feedback in, out of politeness or uncertainty. A structured, anonymous process makes it safe to say what is really seen.

For leadership teams

It makes feedback routine, builds psychological safety, surfaces patterns people had stopped noticing, and gives everyone a shared starting point.

For CEOs

It is one of the few ways to get genuinely candid input on your leadership, closing the honesty gap that widens the more senior you become.

HOW IT RUNS

Three stages, run *end to end.*

Design

We agree the focus areas and the mix of raters, then build a survey that fits your context.

Gather

Anonymous feedback is collected by survey or interview, with all the logistics handled for you.

Debrief

Reports, private sessions, and a facilitated workshop that turn the data into action.

It works best before a leadership offsite or programme, when supporting a newly-appointed executive, when a team feels misaligned, or ahead of a major strategic move.

The whole team, or just *you*.

FULL TEAM

Leadership Team 360

A complete picture of how your leadership team sees each other, and themselves. Useful when the team's performance as a unit is the question, and individual development sits alongside it.

What it helps you do

- Strengthen trust and openness across the team
- Encourage constructive feedback and reduce blind spots
- Raise the overall standard of leadership
- Set development goals based on real-world perceptions

What's included

- Survey with quantitative and open-text questions
- Feedback gathered anonymously from team members
- Individual reports for each leader, key insights and themes
- One-to-one feedback sessions with me to explore results
- Facilitated team session to reflect on collective patterns

INDIVIDUAL

Focused CEO 360

Confidential, focused feedback from your leadership team on how they experience your leadership. Useful at the point of a new appointment, ahead of a major initiative, or where the gap between intent and impact has started to matter.

What it helps you do

- Understand how you are seen by the team
- Identify strengths and development areas
- Uncover unspoken issues or unmet expectations
- Build stronger alignment and trust with your team

What's included

- 1-to-1 briefing session with the CEO
- Customised survey or interview format, your choice
- Anonymous input gathered from your leadership team
- Summary report highlighting key themes
- 90-minute 1-to-1 debrief session with me
- Follow-up coaching session to support next steps

Four situations where a 360 *changes the conversation.*

360 feedback works best when there is a real reason to do it, and a clear point at which the insights will be picked up and acted on. These are the moments where it genuinely earns its place.

01

Offsites & Development

Preparing for a leadership offsite or team development programme, to ground the work in what the team is actually experiencing.

02

New Appointments

Supporting a newly-appointed CEO or senior executive, to build the picture of the team and the role faster and more honestly.

03

Team Alignment

Addressing team misalignment, culture change, or performance challenges, when the patterns need surfacing before they can be addressed.

04

Strategic Shifts

Building self-awareness and trust ahead of a major strategic initiative, where leadership effectiveness is about to be tested in public.

Common *questions.*

What is it in practice?

A structured, confidential process where leaders receive anonymous input from colleagues, direct reports, and stakeholders to understand how others experience their leadership, identify blind spots, and focus on growth.

Why is it important?

As leaders become senior, honest feedback becomes harder to get. This process gives a safe, structured way to surface unsaid perceptions, normalise feedback, and build team psychological safety.

How does the process work, step by step?

- **Design:** We agree on focus areas and the mix of raters to build a survey that fits your specific leadership context.
- **Gather:** Feedback is collected through a confidential online survey, sometimes supported by 1-to-1 interviews.
- **Debrief:** Leaders receive a report, a private session, and a facilitated workshop to discuss collective patterns and actions.

Is it actually anonymous?

Yes. All feedback is anonymised to build trust and ensure constructive honesty. This anonymity is a crucial structural condition that guarantees insights worth acting on.

How much does it cost?

Costs vary based on participants, interviews, and team depth. As a premium service for senior leaders, get in touch for a tailored proposal matching your goals.

Clarity, and a path *to act on.*

"James asked the right questions throughout the whole process, and our team found him very easy to work with. His input was impartial, insightful, and extremely valuable."

Kersti Fourcin, Communications Manager, National Space Centre

Pairs well with

Executive coaching, a leadership offsite, or the CORE workshop, so the feedback leads somewhere.

Pricing

A premium service, priced on the number of participants, whether interviews are included, and whether it is an individual or a full team.

READY TO START

It starts with a *conversation.*

We will talk about what you want to learn, then design the 360 around it.

Book a conversation to begin.