

## Shift Positive 360® interview description

Shift Positive 360® is a narrative 360 approach that's grounded in positive psychology and focuses on engaging the client's "people system" throughout the change process. It's a focus on what's right, what is working and what to do more of (vs. what is broken and not working). Overall, this process is not just about the individual client. It is about creating an environment that is conducive to the client's progress and engagement; creating fertile soil for successful growth. It is about creating deeper, lasting change, faster, and with more dialogue, disclosure, and depth of thought by all participants - all stakeholders in each other's success.

A typical process involves interviews with the coachee, her/his supervisor, and a group of "others" as defined by the coachee. The goal of the Shift Positive 360 is to be able to craft a plan for what the coachee can do in the future to be more effective while also creating a people system of support to help drive sustainable change. The interview guide focuses on seven core areas:

**Understanding the "People System":** Understanding the people in your system by understanding their goals, their vision for success and how you can support these.

**Leveraging Strengths:** Rather than a focus on weaknesses – what should you do even more of? If your colleague could design you to be as they'd want you to be, what would that be like?

**Desired Future:** Rather than focusing on what you are not doing well, explain what your colleague would rather be happening – distinguishing between what they want rather than what's wrong. For example, if someone is a "poor communicator" describe how you'd like her/him to communicate – be timely with response, be more transparent, provide more context.

**Appreciative Inquiry:** See how you are both at your best together by looking at a time when you both were successful.

**Support with Allies:** Become part of the journey and identify one specific thing your colleague can do to help support you to be more successful in your role.

**Socially Connected:** In social network analysis, one question is highly predictive of future leadership – "Who do you go to for information?" Information holders and providers are very valuable. However, a question that is 4x as predictive of future leadership is: "How does this person elevate your energy?"

**Motivation:** Insight is necessary but not sufficient for effective change. Gauging the client's motivation and what is motivating to her/him, helps the coach during coaching. Often we find that the motivation is more than professional. Themes that come up in the 360 in the client's work life are often present in her/his personal life. This is an opportunity to dig a little deeper as to why they want to change.

The final report will show three columns, the answers from 1) coachee 2) their boss and 3) other colleagues, and will only be seen by the coachee. This will allow us to see themes and gaps across the answers to then determine how to best position the coachee for future success.