

khosla ventures

STANDARD OPERATING PROCEDURES

Team 360 Reviews

Team 360 Reviews

The goal of Team 360 reviews is to provide CEOs with valuable developmental and evaluative feedback from key stakeholders.

Who

CEOs and their senior team

What

Health diagnosis

Review

- Strengths / areas for growth
- Milestone targets / results
- Cultural vision

How

Interview broad set of stakeholders and conduct town halls to take a pulse of the company with the following:

- Senior management, peers
- Employees who capture a cross-section / view of the company
- Outside directors
- Optional: Key customers and strategic partners

Key questions to answer

Leadership

- What is the collective set of strengths? Conversely, what is the missing DNA?
- Is there unification of vision/focus? Consistency of purpose?
- Is there effective goal setting?
- What is the attitude and philosophy towards hiring?
- What is the cause and effect to achieving or missing targets?

Team/culture

- Are there “camps” or “silos” in the company?
- Are there morale issues?
- What is communications like inside and outside of the organization?

Review output

Develop/prioritize action items that address key gaps:

- Rebalance the team and make the tough decisions early
- Ensure a unified set of objectives and enable tracking mechanisms
- Enact cultural development / enhancements

Communicate results and show self-awareness among leadership

- Be honest and transparent (what is sensitive?)
- Reset expectations if needed
- Stimulate entrepreneurial spirit

Establish key needs from key stakeholders including the board and staff

Value and performance assessment

