



C-ME 360 DEVELOPMENT WORKSHOP

From Insight to Impact

Facilitator Guide

OVERVIEW

Everything you need to deliver the day

This guide covers everything you need to prepare for and deliver the From Insight to Impact workshop. It is designed to be read alongside the participant workbook and the slide deck.

The guide is structured to mirror the shape of the day. Each section gives you the purpose of that part, the key facilitation moves, what to watch for, and how to handle it.

At a glance	Detail
Audience	Participants who have completed the C-me Foundation Workshop and hold a current C-me 360 report
Group size	8 to 16 participants
Duration	90 minutes to 2 hours. See timing guide for a core 90-min run and guidance on where to expand if time allows.
Room	Cabaret or horseshoe layout. Avoid theatre. Participants need table space for workbooks and 360 reports.
Pre-work	Participants complete the one-page pre-work reflection before the day. Confirm this has been sent and completed.
Materials	Participant workbook, 360 report, C-me colour reference card if available

THE PURPOSE OF THIS WORKSHOP

From awareness into application

Most people leave a 360 debrief with data but no real momentum. This workshop bridges that gap. It takes participants from awareness into application, using the C-me colour language as the shared framework throughout.

It is not a re-run of the Foundation Workshop. Assume solid colour literacy. Spend minimal time re-explaining the basics.

The four shifts this workshop is designed to create

Shift	From... to...
1	From receiving feedback to actively making sense of it through a colour lens
2	From self-awareness to external awareness: understanding the gap between intent and impact
3	From general insight to specific, relationship-level behaviour change
4	From a plan on paper to a genuine commitment with accountability

TONE AND PSYCHOLOGICAL SAFETY

Create the conditions for honesty

360 feedback is personal. Some participants will arrive feeling validated. Others may feel exposed, confused, or quietly defensive. Your primary job in the opening section is to create conditions where honest engagement is possible.

How to open the room

- Acknowledge the emotional reality of 360 feedback before asking anyone to engage with the content.
- Be specific: name the range of reactions people commonly have. Validated. Surprised. Unsettled. Relieved. All of these are fine.
- Establish the norm early: this is not a performance assessment. It is a development conversation.
- Model vulnerability. Share something brief and genuine about receiving feedback yourself.

The tone you set in the first 20 minutes carries the whole day. If you rush past the emotional opening to get to the content, you will spend the rest of the day working against low trust.

Maintaining safety throughout

- Never ask participants to share their actual scores or percentages in the full group.
- Pair and trio conversations are confidential. Reinforce this.
- If someone becomes visibly distressed, pause the group activity and check in privately at the next natural break.
- Watch for participants who disengage quietly. This often signals that something in the data has hit harder than they are showing.

COMMON RESISTANCE POINTS

And how to handle them

Resistance	How to respond
"I don't recognise this feedback at all"	Explore rather than validate: "Tell me more about that. Which part feels most off? Is it possible the context is influencing how others see you?"
"My feedback providers don't really know me"	Acknowledge: "That might be true. And it's still worth asking: what impression am I creating, even with people who don't know me well?"
"These are just perceptions, not reality"	Gently reframe: "In relationships, perception often is reality. If others are experiencing you this way, that has a real effect."
Over-analysis of the data	Redirect to behaviour: "You can spend a long time trying to explain the numbers, or you can ask what you want to do about it. What matters more to you today?"
Dismissiveness or over-confidence	Sit with it: "It sounds like the report mostly confirmed what you already knew. What did it tell you that you are still sitting with?"

SECTION BY SECTION GUIDE

Working through the day

1 Arriving with honesty

Purpose: give participants time and permission to acknowledge how they feel about their data before doing anything with it.

The individual reflection is not optional. Do not skip it or shorten it to gain time. Participants who have not processed their initial reaction will not engage honestly with the rest of the day.

Facilitation questions for the full group after the pair conversations:

- What was it like to say that out loud to someone?
- Did your partner's reaction surprise you?
- What do you want to hold onto from what you heard?

WATCH FOR

the participant who says everything is fine but whose body language suggests otherwise. Give them space. Do not push. They often open up in the trio conversations later.

2 Reading the gap

Purpose: help participants engage with the perception gap data specifically, not just the report as a whole.

The gap table in the workbook asks participants to write their own percentages from the report. Give them time to do this properly. It often surfaces new observations that the report narrative does not highlight.

Key facilitation questions:

- Which gap surprised you most?
- Is there a colour where others consistently see more of you than you see in yourself? What might that tell you?
- Is there a colour where you feel you are trying hard but it is not landing? What might be getting in the way?

● COMMON PATTERN

Blue is often the notable gap colour. Others frequently perceive more analytical and structured behaviour than the individual recognises in themselves. This is worth naming as a common pattern without making it feel prescriptive.

3 The gap behind the gap

Purpose: move participants from "what is the gap" to "why does this gap exist".

This is the most psychologically rich section of the day. The trio conversation works well because two listeners create a more contained, focused space than a pair.

Brief the trio exercise carefully:

- One person speaks for five minutes. The others listen and ask questions only.
- No advice. No interpretation. No "I had something similar". Pure curiosity.
- Rotate until everyone has had a turn.

Useful probing questions to share with the group:

- What is it costing you to show up this way?
- What would you lose if this gap were smaller?
- Who in your life would notice the change first?

4 Additional Feedback

Purpose: create space to integrate any organisation-specific questions that sit alongside the C-me data.

Your role is to help participants connect the responses to the additional questions to the colour framework and help them start to unpack common themes.

A useful frame to offer participants:

/// Your C-me profile gives you a language for your preferences. Your bespoke feedback gives you information about your impact in this specific context. Where do the two stories align? Where do they create an interesting tension?

Watch for: participants who want to spend the whole section on bespoke feedback and avoid the colour data, or vice versa. Gently bring them back to the connection between the two.

5 Strengths worth keeping

Purpose: anchor the development conversation in what is working before moving to change.

This section is shorter by design. Its job is to counterbalance the natural deficit pull of 360 feedback. The key question here is not just "what are my strengths" but "what might I accidentally damage if I over-correct".

A useful prompt if the group is moving too quickly through this section:

- "Before we move on: what is one thing your feedback providers see in you that you want to make sure you never lose?"

6 Choosing what to change

Purpose: help participants move from general insight to specific, chosen behaviour change.

The feedforward exercise is one of the highest-energy moments of the day. Brief it carefully:

- Each person identifies one behaviour they want to develop.
- They ask two different people: "I am working on [behaviour]. What is one suggestion you have for how I could do that more effectively going forward?"
- The rule: listen and say thank you. Do not defend, explain or qualify.

THE WHOLE POINT

The no-defending rule is the whole point of feedforward. If participants start explaining themselves, gently interrupt: "Just receive it. You can think about it later."

After the exercise, bring the group back together:

- What did you notice about receiving a suggestion without being able to respond to it?
- Which suggestion is still with you?

7 Making it real

Purpose: apply the day's insights to specific relationships, not just general intentions.

The relationship table in the workbook asks participants to think about two or three specific people. Encourage them to be concrete: name the person, name the dynamic, name the colour gap that shows up.

The "conversation I have been putting off" prompt often produces the most significant insight of the day. Give participants a moment with it before moving on. You do not need to open it to the full group.

8 Personal colour action plan

Purpose: consolidate the day into a specific, grounded commitment that participants take back to their workplace.

The action plan is structured around all four colours, but participants do not need a major commitment for every one. Quality over completeness. One genuinely chosen change is worth more than four politely filled boxes.

Close the action plan section with the accountability prompt:

- Who are you going to share this with?
- When will you review it?
- What would getting this right look like in 90 days?

Encourage participants to share their headline commitment with the group before they leave. This is a powerful closing moment. Keep it brief: one sentence each, no commentary from others.

CLOSING THE DAY

End on the commitments

The close should feel intentional, not rushed. Allow at least 20 minutes.

- Invite each person to share their one headline commitment (one sentence, no discussion).
- Acknowledge the quality of engagement in the room. Be specific.
- Remind participants that the workbook is theirs to keep and to return to.
- Signpost the next step: sharing the plan with their manager.



Do not end on feedback forms. End on the commitments. The administrative close can happen separately. The last thing participants should feel is the weight of the day, not the routine of evaluation.

TIMING GUIDE

Where to spend the time

This workshop is designed to run in 90 minutes to 2 hours. The table below shows a core 90-minute run. Where a section has a wider range, the lower figure is the minimum to make it worthwhile and the higher figure is where to spend time if you have it.

The sections marked as optional can be dropped from a 90-minute session or woven briefly into adjacent sections if time allows.

Section	Core 90 min	With more time
Welcome and opening	5 mins	—
1. Arriving with honesty <i>More time here is worth it if the group is new to 360 feedback or if you sense resistance in the room.</i>	10 mins	15 mins
2. Reading the gap <i>The individual gap table takes 10 mins minimum. The group debrief is where the richest conversation happens, extend this if you have the time.</i>	20 mins	30 mins
3. The gap behind the gap <i>Include this if time allows. The trio conversation is one of the highest-value activities in the workshop.</i>	Optional	15 mins
4. Unpacking the questions <i>Include only if participants have organisation-specific questions in their report that need surfacing.</i>	Optional	10 mins
5. Strengths worth keeping <i>Keep this brief. Its job is to counterbalance deficit focus before moving to change.</i>	5 mins	10 mins
6. Choosing what to change <i>The feedforward exercise adds 10 mins but significantly strengthens the quality of the action plan. Include if possible.</i>	20 mins	30 mins
7. Making it real <i>Include if the group has time and energy. The relationship table produces the most specific and actionable output.</i>	Optional	15 mins
8. Personal action plan and close <i>Always include. Do not cut this to gain time elsewhere.</i>	15 mins	20 mins

For a tight 90 minutes: run sections 1, 2, 5, 6, and 8. That is the essential arc from arriving with honesty to leaving with a commitment. Sections 3, 4, and 7 are extensions for when you have more time or are running the workshop as part of a wider programme.

A NOTE ON THE 360 DATA

Three layers, one choice

The C-me 360 report gives participants three layers of data: the preference vs perception bar charts, the perception gap summary, and the feedback providers wheel showing where each reviewer placed them on the colour wheel.

If participants have additional bespoke questions in their report, treat these as a separate but related layer. Help them find the connections, but do not try to interpret specific questions you have not seen.

The most important data point in the room is not what the report says. It is **what the participant chooses to do with it.**