





# INVITE AND PREPARE YOUR RATERS

## Who should I ask to respond to my survey?

Invite people who interact with you regularly, know you reasonably well, and have worked with you enough to offer relevant feedback.

## How many people should I invite in each rater category?

Other than manager categories, **three responses for each rater category are necessary** to report the category independently and ensure rater anonymity. Because you may not have 100 percent participation among your raters, we strongly advise you to invite at least 6-8 raters for each category.

MANAGER	PEER	DIRECT REPORT	OTHERS
Minimum of 1 response required to report.	Minimum of 3 responses required to report. If possible, invite at least 6-8 raters in this category.	Minimum of 3 responses required to report. If possible, invite at least 6-8 raters in this category.	Minimum of 3 responses required to report. If possible, invite at least 6 to 8 raters in this category.
			
Your primary manager or supervisor.	Individuals who have no supervisory relationship to you, who are at the same or different title level as you, and are inside or outside your functional area or business unit.	Individuals who report directly to you as their manager or supervisor.	Individuals whose feedback you value but cannot be classified in any other rater category; may include customers or vendors.

## Is there a maximum number of raters?

The survey system will accept as many raters as you invite. However, inviting more than 25 raters may lead to highly dispersed results that produce a less accurate picture of your leadership skills.

## How long does it take to complete the survey?

Most people complete the survey in about 15–20 minutes.

## How can I make sure everyone responds?

We encourage you to personally ask each person you invite. Assure them that their feedback is anonymous, and encourage them to be open and honest in their feedback. You can do this in an in-person setting, by phone call or by sending a personalized email. The template below provides a guideline for how you might approach this communication.

*Dear <Colleague>,*

*I will be participating in an online assessment of several key leadership capabilities. I would like to invite you to be one of my colleagues who will rate me on the assessment. The feedback that you can offer me will be extremely valuable to me as I develop and improve my leadership effectiveness.*

*All responses to my assessment, excluding those of my manager, will be grouped with at least two other raters to ensure that the feedback remains anonymous. I will have no way of knowing whether you submit a response or the specific feedback you submit. I sincerely hope you will use this as an opportunity to be honest with me in how you perceive my leadership abilities.*

*You will receive an email from Zenger Folkman Surveys ([support@zfco.com](mailto:support@zfco.com)). Follow the simple instructions for completing the assessment. The assessment will take about 20 minutes to complete.*

*With great appreciation,  
<<Your Name>>*

## What if I have only 1 or 2 people who report to me?

You can ask someone else with whom you interact regularly to respond as if they were a direct report; or you can ask a former direct report to respond. It will be important when inviting that person to identify them as a direct report.

## Will I know who has and hasn't responded?

No, but you can monitor the number of responses received in each category. You can view your survey progress through the survey portal ([surveys.zfco.com](https://surveys.zfco.com)).

## Is it important that I keep a record of who I invited in each category?

Not necessarily. Your feedback report will provide a list of those you invited by rater category. Also, at any time, you can return to the survey portal ([surveys.zfco.com](https://surveys.zfco.com)) to see your rater list. If neither option will work for your needs, then you may want to keep a personal record of your selection.