Manager 360: FULL COMMUNICATIONS

FY27 Manager 360 Feedback Initiative Communications Timeline & Emails

SECTION 1: SENIOR LEADER & MANAGER PRE-LAUNCH

Senior Leaders Only

To be sent 11/16/26 at 10 am ET

To: Senior Leadership Team

Subject: Preparing for Manager 360: our Manager Feedback Initiative Launches November 30th

Senior Leaders,

On **Monday, November 30th**, the organization will announce **Manager 360**, our first organization-wide manager feedback assessment. Manager 360 responds directly to what our team members have shared: they want more opportunities to provide meaningful, structured feedback to their managers.

Because Manager 360 follows our **Mid-Year** cycle, we will be clear in every message that Manager 360 is a **development tool** and is **not part of performance evaluations, promotions, or compensation**.

Manager 360 Key Dates:

- **December 7th – December 16th:** *Team Member Feedback Window*
- **December 17th – December 22nd:** *Manager Review & Reflection Window*
- **December 21st 11:00 am ET:** *Manager Coaching & Debrief Session*

Managers will receive their pre-launch communication on **Wednesday, November 18th**. Your support in reinforcing the purpose of Manager 360 with your leaders is greatly appreciated.

Please reach out to me if you have any questions.

Warmly,

Human Resources & Organizational Development

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MANAGERS ONLY

To be sent 11/18/26 at 10 am ET with High Importance to all Managers

To: Managers

Subject: Preparing for our Manager 360 Feedback Process

Dear Managers,

On **Monday, November 30th**, the organization will announce **Manager 360**, our organization-wide manager feedback assessment. This initiative responds directly to team member feedback requesting more structured opportunities to share input about leadership and management support.

This is a development tool, not an evaluation.

- Your Manager 360 results are **not** tied to performance reviews or compensation.
- No individual team member responses are identifiable.
- The purpose is reflection, growth, and development.

Many managers have shared that they rarely receive structured feedback. Manager 360 is your opportunity to receive meaningful insights about how your leadership is experienced by your team.

Manager 360 Key Dates:

- **December 7th – December 16th:** *Team Member Feedback Window*
- **December 17th – December 22nd:** *Manager Review & Reflection Window*

Upcoming Sessions

- **December 2nd 2:00 pm ET: Manager 360 Overview Session** (all Team Members)
- **December 8th 2:00 pm ET: Getting Started with Manager 360: Manager Training**
- **December 9th 11:00 am ET: Getting Started with Manager 360: Manager Training**
- **December 21st 11:00 am ET: Manager Coaching & Debrief Session**

Calendar invites will follow on **Monday, November 23rd**.

Thank you for your leadership and your openness to growth.

Warmly,

Human Resources & Organizational Development

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SECTION 2: ORG-WIDE / TEAM MEMBER EMAILS

Org-Wide Email: Announcement of Initiative

[Insert Manager 360 graphic]

To be sent 11/30/26 at 10 am ET

To: All Team Members

Subject: We Heard You: Introducing our Manager 360 Feedback Initiative

Hi Team,

Over the past year, you shared honest and thoughtful feedback through surveys, focus groups, and conversations across the organization. A consistent theme emerged: you want more opportunities to provide meaningful, structured feedback to your managers.

We heard you.

In response, the organization is launching **Manager 360**, our first organization-wide manager feedback assessment. Manager 360 is designed to help managers gain insight into how their teams experience their leadership and to support their development with coaching, clarity, and accountability.

Why we're doing this

This initiative reflects our commitment to our core values of **Trust, Respect, Accountability, Collaboration, Integrity, and Impact**. It's also a direct action step based on your feedback.

What Manager 360 is

- ✔️ A development tool
- ✔️ A confidential way to share honest feedback
- ✔️ A coaching starting point
- ✔️ A reflection of your input

What Manager 360 is not

- ✘ It is not part of performance evaluations
- ✘ It is not connected to promotions or compensation
- ✘ It is not traceable back to any individual team member

✘ It is not punitive

Join Our Manager 360 Overview Session

- **December 2nd 2:00 pm ET: Manager 360 Overview Session**

Your voice matters, and this initiative is one more way we're acting on what you've shared. You'll receive participation details on **Thursday, December 3rd**.

Warmly,

Human Resources & Organizational Development

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Teams Post: Overview Session Reminder

To be posted 12/2/26 at 9 am ET (Teams post, not email)

Manager 360 Overview Session Today at 2:00 pm ET! Join us to learn what Manager 360 is, how your feedback stays confidential, and how to participate. [Teams link]

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Team Member Pre-Launch: Roles, Responsibilities & Timeline

To be sent 12/3/26 at 10 am ET

To: Team Members

Subject: Manager 360 Opens Monday: What to Expect, How to Participate & Key Dates

Attach Manager 360 FAQ and Overview Session recording and make sure all links are hyperlinked correctly

Hello Team,

As we prepare to launch Manager 360 on **Monday, December 7th**, here's what you can expect and how you can participate.

Your role

- Complete the Manager 360 feedback for the managers you work with during **December 7th – 16th**.

- Share honest, constructive input focused on behaviors and impact.
- Plan ~10–15 minutes to complete your feedback.

Confidentiality

- Individual responses are anonymous and aggregated.
- No retaliation is tolerated, ever.
- Your input does not affect your performance evaluation or compensation.

Manager 360 Key Dates:

- **December 7th:** *Launch email with access link*
- **December 14th:** *Midway reminder*
- **December 16th 11:59 pm ET:** *Feedback window closes*

Upcoming Trainings

- **December 9th 2:00 pm ET: Understanding Manager 360: Team Member Training**
- **December 10th 11:00 am ET: Understanding Manager 360: Team Member Training**

Thank you for helping us build a culture of trust, collaboration, and growth.

Warmly,

Human Resources & Organizational Development

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Team Member Launch Email

[Insert Manager 360 graphic]

TO BE SENT 1:00 pm ET on December 7

To: Team Members

Subject: Manager 360 Is Live: Share Your Feedback by Wednesday, December 16

Insert Manager 360 access link and attach Manager 360 FAQ; make sure all links are hyperlinked correctly

Hi Team,

Manager 360 is now live! Please use the link below to provide confidential feedback about your manager's leadership and support.

- **Your participation window:** December 7th – 16th
- **Access link:** [Insert Manager 360 Link]
- **Time needed:** ~10–15 minutes

Confidentiality reminders

- Your individual responses are anonymous and reported in aggregate.
- No individual comments are attributed to a specific team member.
- Feedback is not part of performance evaluations, promotions, or compensation.

Upcoming Trainings & Office Hours

- **December 9th 2:00 pm ET: Understanding Manager 360: Team Member Training**
- **December 10th 11:00 am ET: Understanding Manager 360: Team Member Training**
- *December 14th 11:00 am ET: Manager 360 Office Hours*
- *December 15th 2:00 pm ET: Manager 360 Office Hours*

Thank you for helping us strengthen leadership and the employee experience at the organization.

Warmly,

Human Resources & Organizational Development

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HR Weekly Update – Manager 360 Section (Team Members)

To be sent 12/14/26 at 10 am ET

Manager 360 Reminder: Feedback Closes Wednesday, December 16th

Thank you to everyone who has already completed Manager 360! If you haven't yet, there's still time. The window remains open through **Wednesday, December 16th at 11:59 pm ET**. Access link: **[Insert Manager 360 Link]**

Need help? Join our Manager 360 Office Hours on **December 14th at 11:00 am ET** or **December 15th at 2:00 pm ET**. Team Members are encouraged to "hop on/hop off" as needed; these are not training sessions.

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Final Reminder

To be sent 12/15/26 at 10 am ET

To: Team Members

Subject: Final Reminder: Manager 360 Closes Tomorrow

Hi Team,

This is a final reminder to share your Manager 360 feedback by **Wednesday, December 16th at 11:59 pm ET**.

Access link: **[Insert Manager 360 Link]**

Thank you for your time and your voice.

Warmly,

Human Resources & Organizational Development

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Reminder Email

Reminder Sent 12/16/26 at 10am

To: Team Members

Subject: Manager 360 Closes Today!!

[Insert Manager 360 graphic]

Hi Team,

Have you shared your **Manager 360 feedback**?

Just a reminder, the **Manager 360 feedback window closes Today, Wednesday, December 16th at 11:59 pm ET!** It takes about 10–15 minutes, and your responses are anonymous.

Access link: **[Insert Manager 360 Link]**

Thank you for your attention and effort as we launch Manager 360 together!

Warmly,

Human Resources & Organizational Development

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Completion Email (All Team Members)

To be sent 12/23/26 at 2 pm ET

To: All Team Members

Subject: Thank You for Completing Manager 360 — Here's What Happens Next

Hi Team,

Thank you for participating in our first-ever **Manager 360 Feedback Initiative**. Your feedback plays a crucial role in supporting leadership development across our organization.

What happens next

- Managers completed their review window on **December 22nd**.
- Each manager will participate in a **1:1 coaching session** in January.
- Coaching will focus on strengths, opportunities, and practical ways to improve teamwork, communication, and leadership effectiveness.
- We will share organization-level themes (aggregated, no individual comments) on **[January 26, 2027]**.

This is an important step in our ongoing commitment to transparency, inclusion, and leadership development at the organization. Thank you again for your partnership.

Warmly,

Human Resources & Organizational Development

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SECTION 3: MANAGER EMAILS

MANAGERS ONLY: Launch Day

TO BE SENT 1:30 pm ET on December 7

To: Managers

Subject: Your Manager 360 Feedback Assessment Is Now Open

Dear Managers,

Your Manager 360 assessment is live. Team members you work closely with will now be able to provide confidential feedback on your leadership and management practices through **Wednesday, December 16th**.

What you need to know

- Your results are private and confidential.
- No individual team member's feedback is identifiable.
- You will receive your compiled report on **Thursday, December 17th**.
- Coaching sessions will be scheduled to help you interpret your results and create a development plan.

Upcoming Manager Trainings

- **December 8th 2:00 pm ET: Getting Started with Manager 360: Manager Training**
- **December 9th 11:00 am ET: Getting Started with Manager 360: Manager Training**

Thank you for embracing this important step in our leadership development journey.

Warmly,

Human Resources & Organizational Development

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HR Weekly Update – Manager 360 Section (Managers)

To be sent 12/14/26 at 10 am ET

Manager 360 Update: Assessment Window Still Open

We are midway through the Manager 360 assessment window. Thank you for supporting your teams as they participate. As a reminder, results are **anonymous**, this process is for **your development**, and coaching sessions will follow after results are released. Your feedback report will be available on **Thursday, December 17th**.

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MANAGERS ONLY: Results Ready

To be sent 12/17/26 at 10 am ET

To: Managers

Subject: Your Manager 360 Feedback Report Is Ready — Review Window Is Open

Attach Manager Review Guide and make sure all links are hyperlinked correctly

Dear Managers,

Your confidential Manager 360 feedback report is now available, and your review window runs from **December 17th to December 22nd**.

Access your report: **[Insert Manager Portal/Link]**

What to do now

- Review your report and note major strengths and opportunities.
- Use the reflection guide to identify 1–2 priority behaviors to improve.
- Join the **Manager Coaching & Debrief Session on December 21st at 11:00 am ET**.

These discussions are private and not part of your performance review. Thank you for your commitment to growth.

Warmly,

Human Resources & Organizational Development

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MANAGERS ONLY: Debrief Reminder

To be sent 12/21/26 at 9 am ET

To: Managers

Subject: Manager 360 Manager Coaching & Debrief Today + Review Closes Tuesday

Hi Managers,

A quick check-in as we reach the midpoint of the manager review window (**December 17th – 22nd**).

- **Today, December 21st 11:00 am ET: Manager Coaching & Debrief Session**

Recommended next steps

- Complete your report review and draft your top 1–2 focus areas.
- Prepare questions for your upcoming 1:1 coaching session.
- Consider how you'll share takeaways with your team.

If you need support, reply to this email and we'll help.

Warmly,

Human Resources & Organizational Development

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MANAGERS ONLY: Final Reminder

Send at 10:00am on 12/22/26 with High Importance to all Managers

To: Managers

Subject: Final Reminder: Complete Your Manager 360 Review Today

Hi Managers,

This is a final reminder to complete your Manager 360 review by **Today, Tuesday, December 22nd at 11:59 pm ET**.

Look out for a scheduling link to book your 1:1 coaching session. Thank you for your dedication to continuous improvement.

Warmly,

Human Resources & Organizational Development

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MANAGERS ONLY: Completion & Next Steps

To be sent 12/23/26 at 10 am ET

To: Managers

Subject: Manager 360 Complete — Schedule Coaching and Plan Next Steps

Dear Managers,

Thank you for completing your Manager 360 review. Here's what comes next:

Next steps

- Schedule your 1:1 coaching session for January: **[Insert Scheduling Link]**
- Bring your draft focus areas and questions.
- After coaching, finalize a 30/60/90-day action plan.

We appreciate your commitment to strengthening leadership across the organization.

Warmly,

Human Resources & Organizational Development

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SECTION 4: ORG-LEVEL RESULTS

Results Communication (All Team Members & Managers)

To be sent [1/26/27] at 10 am ET (date to confirm)

To: All Team Members & Managers

Subject: Manager 360: What We Heard (Aggregated Themes) and What We'll Do Next

Hello Team,

Thank you for your participation in Manager 360. Today we're sharing organization-level themes that emerged from the assessment and how we'll use them to strengthen leadership at the organization.

What we're sharing

- Aggregated strengths and opportunity areas (no individual comments).
- Common themes across communication, clarity, coaching, and trust.
- Near-term actions we'll take in leadership development, training, and support.

What's next

- Managers will continue working with coaches to create action plans.
- HR/OD will finalize a targeted development roadmap built on these themes.
- We'll provide an update on progress in the coming months.

Thank you for your trust, candor, and partnership.

Warmly,

Human Resources & Organizational Development