

*It's OK, even good practise, to ask others what they think when selecting **360-Degree assessment technologies**. This is singularly true the more arduous or crucial the decision you need to make and its effect on your company.*

*Support 360 degree feedback participants in making sure they have space in their diaries. Encourage them by booking the coaching/feedback session in their diaries at a mutually convenient time before the data gathering process even starts. Keep answering their questions, of course, as promptly as possible and with care. When giving 360 degree feedback, you may see several areas your employee needs to work on. Overloading them with feedback could overwhelm them. Avoid confusion by focusing on improving one or two areas at a time. Analyzing metrics of your employee's performance will help you decide which skill to work on first. Although it can be laborious and complex to get it right, there is no better source of evidence for an executive's reputation, and no better way to enhance their self-awareness, than through 360 degree feedback. How do you know that 360 degree feedback improves productivity? Good managers make data-driven decisions. They want hard data to support their decision to move from single to multirater assessments. Some managers are moved by compelling empirical research supporting the accuracy and validity of multiple- as opposed to single-rater systems. Doing a 360 degree feedback can be a bit like going to the dentist. You know it can be really great, you know overall it is going to be "good for you" and you know that it may be quite painless. On the other hand you also know it could be pretty painful, if not totally traumatic. But either way, given a choice, you would prefer to go to a good dentist. The dentist does not change the starting point state of your teeth and gums but they are likely to make a big difference to the experience and potentially also the end result. 360 degree feedback should never be used to assess employee performance. We feel that feedback is a gift that helps your people to develop their skills and pinpoint areas of improvement, as well as encouragement to keep on doing the things that they may not have realised made a positive impact. It is a development tool, not a performance management tool.*



*The input from a 360 degree review can be either qualitative or quantitative, or both. Quantitative input is in the form of ratings based on specific criteria such as behaviors and competencies. Qualitative input, on the other hand, tends to come in the form of a narrative that may or not be guided. 360 degree feedback data can be designed and delivered well but you may be disappointed to hear that this is not enough to guarantee transformation. "Surely it is enough" you say! Well, experience and data tell us that it is not. Just try being subtly different in a well-established social dynamic, eg your family, and you will get a feel for why this might be. You are in a complex social situation and, quite simply, you, with all your habits and unconscious influences, are not even in full control of yourself, and you are certainly not in control of other people. But dramatic and wonderful changes can occur. 360*

degree feedback can be less effective in small organisations as there are fewer sources and reduced objectivity. Instead of simply communicating to your employees that you're setting up the 360 degree programme, make sure you explain the reasons behind it. What is the purpose of it? What are the benefits? How will it help your employees? If you don't offer clarity on this, your employees will push back. Negative sentiment and misunderstood intentions will not only lead to failure of the programme, but can also have lasting damage on your organisation's culture. Nonetheless, a keen understanding of [360 feedback software](#) can be seen to be a multifaceted challenge in any workplace.

## **Mediate To Ensure Useful Conversations Occur**

Self-reflection is a rare activity for managers. The relentless pace at which most managers operate leaves little room for reflection. The process of reflection allows one to momentarily suspend the intense flow of new information to the brain. This enhances the processing of existing information, thereby better preparing the person to handle the demands of the rapidly changing environment. Some feedback in a 360 degree feedback form can be unclear and you may wish to seek clarification. If a giver leaves their name, you should suggest a 1-on-1 conversation to discuss the feedback further. If they don't, there are ways around it. Countless case studies illustrate that the source of this discrepancy in 360 degree success lies in the implementation of the process. For example owing to the nature of the feedback process, some users have tried to 'game' the system. The key to a successful 360 degree project is your commitment and being very clear what you can promise and the concerns you have. For instance, you might want to take a stand to only do 360 degree feedback if the participant has three follow-up coaching sessions as a minimum. Structural and cultural factors and employee relations have motivated organizations to begin experimenting with 360 degree feedback systems. For example, as organizations remove layers of management, flatten their structure, and begin using self-directed teams, the only practical option for performance feedback is from multiple sources. As organizations change their culture to align with their vision and values, 360 degree feedback becomes an ideal choice to communicate the new competencies required by the new values. People need to feel in control of their destiny - that is why a clear understanding of [what is 360 degree feedback](#) is important to any forward thinking organisation.

Ensure your employees understand that the 360 degree feedback they provide to their coworkers is anonymous so that you can receive honest responses. By showcasing your review process's effectiveness and accuracy, employees will be more willing to embrace feedback. While traditionally 360 feedback was seen as a tool for senior leadership development, it can be invaluable for many other employee groups too. People managers at all levels are one such example. Developing managerial capabilities and behaviours in this group has the potential for far reaching benefits both for the individual and the organisation. 360 degree feedback should be used as part of the overall appraisal process but its purpose isn't to measure performance. The process should be used for observations surrounding behaviour, rather than reviewing performance. Measuring alignment with organizational change by aggregating individual-level 360-degree feedback data is not as simple as

averaging all the ratings together. The only way it would be this simple is if every individual in the entire organization were rated and given feedback. However, many organizations do not choose to survey the entire organization. In these cases, those in charge of the effort will select a subsample of the organization (where all of the organization's members have been a part of the change effort) and make inferences based on that group's scores. A 360 degree feedback should start within the first quarter of someone starting their role within the organization. Once someone has transitioned into a role, they need support and feedback to maximise their faith within the organisation but further to this is the need to constantly analyse as a business where you can support your staff. Making sense of [360 degree feedback](#) eventually allows for personal and organisational performance development.

## **Transformational Workshops On Specific Distinctions**

Many 360 degree feedback benefits accrue to those using the process for employee performance development. Each employee can assess the information to see how he or she is serving internal customers. Note that it is up to the employee alone to use the information to improve performance. Since feedback from work associates motivates most people, this developmental feedback is likely to prompt constructive action on the employee's part. Once an organization has selected the application for 360 degree feedback and designed a competency-based survey, it can begin putting the feedback process in motion. Implementation, however, is more than just handing out surveys and pencils. It encompasses many elements, from selecting evaluation teams to implementing action plans. A 360 degree report is given to the participant during a coaching session with an internal or external coach who helps them interpret the results and create a personal development action plan. Research shows that individuals who receive some type of coaching on their feedback, and set goals for development, experience significantly greater improvement than those who simply participate in the 360 review process and receive no coaching. The most relevant measure of process effectiveness comes from user satisfaction surveys of the performance appraisal process. The best way to determine the validity of a 360 degree feedback process is to ask users whether the process met project objectives, such as fairness, accuracy, or simplicity. User satisfaction surveys provide a strong indication of how various stakeholders feel about the process and whether they support its continued use. You cannot be sure what any one piece of data is truly saying. You need to see the whole picture to get some clarity over whether a particular data-point is indicating "good" or "don't know" for instance. But there is another big factor to take into account when looking at any one rating. That is the unreliability of any rating. Organisations should avoid fear based responses when coming to terms with [360 degree feedback system](#) in the workplace.

When 360 interventions don't work, the primary reason is that they aren't tied to anything. They are not tied to business-driven developmental strategies. Proper conditions for accepting feedback and acting on it do not exist. Feedback givers are not credible or well trained. Feedback is provided under punitive, threatening, or embarrassing conditions. The organizational climate does not support learning—that is, providing opportunities for feedback and ongoing practice of new skills and behaviors within an environment where it is

acceptable to say, "I don't know how." 360 degree feedback is a fair and transparent process, allowing recipients to gain better self-awareness without feeling personally attacked – making the feedback more likely to be taken on board. If 360 degree feedback participant is upset, the first step is getting clear what the upset is really about, getting as specific as possible. "Exactly what about this data do you not like?" It may be one reviewer specifically, one particular behavioural rating, it may be one comment or it may indeed be the whole lot. Opinion polls are well used for 360 feedback in a number of different settings – most obviously when there is a race to be run or a brand leadership battle to be won. And they are notoriously difficult to interpret and near impossible to use to accurately predict as they are not the real thing. If change is the name of the game-the raison d'etre for 360-degree feedback then we need to understand more fully how to link individual-level change with organization-level change. That is, how does organizational change get implemented at the individual level? And how does individual-level change affect organization-level change? The specificity/anonymity conundrum takes another turn when the idea of [360 appraisal](#) is involved.

## **360 Assessment Initiatives**

Professionally managed, 360 degree feedback increases individual self-awareness, and as part of a strategic organisational process can promote increased understanding of the behaviours required to improve both individual and organisational effectiveness, more focused development activities, built around the skills and competencies required for successful organisational performance. Gathering feedback on your company's 360-degree feedback process is crucial, especially if the organization lacks experience with this process. Such feedback will help managers and HR leaders to refine the questions included in the process and ensure participation in the process is optimal. The specifics of 360 feedback data are still just opinions however, and reflect the quality of your relationships and how you are currently doing in your role as well as your leadership brand, but all these angles point to one thing – this is how you are impacting others at work right now, and you (only you) did this. Find additional info relating to 360-Degree assessment technologies in this [Wikipedia](#) entry.

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