



What is 360 feedback?

360 degree feedback provides direct feedback to a manager / leader from a range of sources. This process provides those people receiving the feedback with an opportunity to understand how they are performing in relation to their job skills and behaviours as seen by those around them.

The process is delivered either through our online system or paper based questionnaires built from a range of agreed job components or competencies that match a client's needs. The whole process is carried out anonymously with report compilation and feedback being delivered by a highly skilled facilitator.

As the term '360 feedback' suggests, the recipient receives feedback from those all around them in the organisation: from above (their manager, or managers), from below (their direct reports) and from alongside them (their peers or colleagues). This can also include suppliers and customers outside the business.

Why use 360 feedback?

360 feedback is an excellent performance management benchmarking tool, as it helps individuals and the business alike to identify specific strengths and weaknesses mapped against organisation needs, and when coupled with an effective appraisal process creates and facilitates ongoing targeted employee development.

In addition, because organisations have become less hierarchical, managers often have multiple lines of reporting and there is much more team-based working, so feedback from just one manager is no longer sufficient i.e. typical appraisal systems.

Does it work?

Research on 360 feedback shows that a consistent improvement in skills and performance can be achieved, if delivered effectively. 360 feedback challenges the recipient's perceptions of their skills and performance, and provides the motivation to change. It can challenge perceptions in three ways:

- ◇ feedback on aspects of behaviour is the opposite of what the recipient expects
- ◇ an aspect of behaviour is shown to be more (or less) important as an explanation of their performance than the recipient thought

- ◇ the results highlight relationships between aspects of behaviour.

It is often critical feedback that provides the greatest motivation to change, as long as the respondents are credible and their views are of value to the recipient.

What do we want people to discover about themselves?

360 feedback should not bring any surprises to people. It should help them to understand how their behaviour is perceived by others and confirm the behaviour that is most likely to get results. We generate good and appropriately balanced information containing:

- ◇ the comparison between how people see themselves and how others see them
- ◇ the differences in perception between different groups of respondents
- ◇ the objective performance management needs of a business.

What we measure

We build in partnership with the client a bespoke feedback questionnaire that matches their requirement, this can be a competence based format e.g.

This person....

- ◇ talks to me about my strengths and development options
- ◇ is fair in the way they treat me
- ◇ takes account of the long-term impact linked to my short term problems.

Or task based e.g.

Their ability in the following management components:

- ◇ attendance and absence management
- ◇ change management
- ◇ continuous improvement.

We then issue confidentially online or paper based questionnaires to all relevant participants. And compile reports in preparation for feedback.

360 works best when it targets specific needs, our approach does exactly this.