

*It's alright, even good practise, to ask others what they think when choosing **360 feedback tools**. This is especially true the more arduous or urgent the decision you need to make and its effect on your business.*

As a performance management technique, 360-degree feedback can be of value for measuring change by continuously making performance expectations clear and salient to individuals. It can communicate changes over time in the valued performance dimensions in line with changing organizational goals and can emphasize the strategies that are of importance to the organization. We know that the straight-upwards climb of the career ladder is a thing of the past. Careers tend now to resemble a climbing wall with sideways moves being seen as important for overall progress. 360 degree feedback allows employees, as individuals and as groups, to connect with others who are directly affected by their work and whose opinions therefore should count. Obtaining feedback from their multiple constituencies provides needed insight for individuals and groups regarding the different perspectives and expectations that others have of them. Peer reviewers often fear sharing uncensored peer feedback with their colleagues. They may well have concerns over whether their feedback will be anonymous, and be worried that the reviewee will find out what they wrote. Budget will often be a source of concern for HR – not surprisingly given you are rarely in a position of generating income but only spending direct from the bottom-line – and as a business owner myself, I know this is a very precious line! But your requirement for budget and resource is also an advantage as nothing indicates and drives commitment more than £££s. Generate the interest and make a strong case for the investment. Your senior stakeholders can only say “no” and if they do then you can direct your energy where there is real commitment instead. The concept of 360 degree feedback makes a lot of sense and, if used well, should have a great deal to offer. It seems to suit the move towards the less hierarchical, more flexibly-structured and knowledge-based organisations of the future.



For development purposes, 360-degree reviews can be conducted both for a single participant and for groups of employees. Reviewees receive review results, as the 360-degree feedback is organized specifically for them. A good 360 degree feedback survey program is related to increased employee engagement and improved performance. Most leaders want this kind of feedback and all employees want their managers to be held accountable to good leadership behaviors. Good leadership is critical to success and 360 degree feedback is foundational to leadership development. We need to look at the larger context of the organization and its overall processes of development as a development system and then see how well integrated the 360-degree feedback process is. That is, what are the different policies, practices, and tools that the organization is already using for purposes of development? For example, competency models, succession planning, management development programs, performance management tools, and coaching may already be part of an organization's development strategy. Then, we need to ask how well they play together in an integrated way and how linked they are to the organization's business goals and strategies. There is no evidence to specify the ideal number of 360

degree raters, however consultants usually suggest between four and ten. A minimum number of raters should be set to maintain anonymity: if there are too few they may be identified by the recipient. What is of greater importance is who the raters are. Those who interact most frequently with the employee undertaking a survey will be able to give meaningful feedback on them. Developing the leadership pipeline with regard to [360 feedback software](#) helps clarify key organisational messages.

Address Individual And Organization Readiness.

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. Accurate interpretation of 360 degree feedback is critical in the responsible use of this powerful intervention – without this your participant can end up upset about something that is not really there or can think something is happening that may not be so. This can be very confusing, possibly destructive, and can seriously undermine the credibility of such projects – and as you can see it is not as straightforward as it may seem. The challenge of constantly improving employee behavior requires high-quality and specific performance assessment and feedback, whether or not the feedback is tied to appraisal and pay. An assessment process that produces performance scores with an inappropriately adverse impact on members of diverse groups may create false expectations and false developmental information. There is no transformation from a 360 degree feedback session unless there is an acceptance of their position though – instead there will simply be a sense of failure, disappointment, etc, which may then translate into resignation or depression depending on the coping strategies deployed. External raters can be made a part of the 360-degree feedback process. There are several good reasons for doing this. For instance, by adding an outside perspective from which data are provided, organizationally ingrained ways of thinking can be challenged. Also, it is a way of connecting the outside world of the customer to the inside world of the organization. And perhaps most important, involving customers (including internal customers) in the 360-degree feedback process can be a key link between individual performance management and the strategic management of the organization - a link that can maximize the value of the process for both the individual and the organization. Evaluating [360 degree feedback system](#) can uncover issues that may be affecting employee performance.

The best practice for 360 feedback is to always give one positive for every negative. No-one can be a horrendous employee, otherwise you probably would have let them go a long time ago. So peers might think that they are arrogant or unfriendly but customers always like the level of customer service they get. These should be combined in their presentation. Goal-setting theory addresses the relationship between goals, motivation, and performance. Goals are a source of motivation and that they serve to direct behavior. To positively influence performance, however, two conditions must be met: individuals must have a clear understanding of what the goal entails, and they must accept the goal as something that is worth accomplishing. A core element of 360-degree feedback is confidentiality. Reviewers need to be able to deliver open, honest feedback without the concern that a close colleague or friend might be hurt or angered by the feedback. A small business is a lot more personal

than a large organization, but 360 degree feedback still helps individualize the relationship between managers and employees, and it ensures that managers are providing good feedback to every employee. The promise of 360 degree feedback becomes visible from extraordinary process results: improved employee satisfaction with the work environment, significant behavior changes aligned with organization values and objectives, and better individual and team performance that goes beyond employees to external customers, who buy goods and services. Looking into [360 degree feedback](#) can be a time consuming process.

Obstacles To Learning

360 degree feedback is one of the most powerful development tools. However, it can also be damaging to individuals if not implemented with care. In the first place, it should always be used for development rather than performance management as respondents are much less likely to be honest because of possible consequences. A 360 evaluation is aimed at improving employee engagement (and therefore employee retention) and development through involving both employees' managers and peers. It is a holistic review process in which employees receive performance feedback from multiple raters, such as managers, direct reports, colleagues, peers, and customers, as well as self-evaluation. Larger developmental or strategic change initiatives can be your partners. Look around for where current energy and resources are going and see if 360 degree feedback can be integrated into such programmes somehow. You can build the 360 degree feedback survey specially to cover the programme's model or priorities and everything ends up being joined up and in sync. This is likely to mean that HR or OD colleagues will be your partners. 360 degree reports should be simple and statistically sound, and use the best available methods for presenting the information. Feedback reports also should be easy for users to understand. Minor alterations in reporting can affect users' motivation to accept and use the feedback and affect their perception of the process and its credibility. If managers see someone struggling they can offer support, for example saying: "Are there any obstacles that I am not aware of? Is there anything you're finding more difficult to implement as opposed to what you expected? Is there anything I can help with?" Nonetheless, a keen understanding of [what is 360 degree feedback](#) can be seen to be a multifaceted challenge in any workplace.

The verdict on 360 degree feedback remains to be decided. Organizations and researchers will continue to study the impact of 360 degree feedback. The findings presented in this chapter indicate that 360 degree feedback has a measurable impact on the fairness of the performance assessment process. It seems to offer an equitable and useful development and assessment process for all organization members. Confidentiality is central to the 360 degree process. Individual responses are not identifiable in the report except for the ratings of the line manager which are separately identified. The feedback report is the property of the individual and is not revealed to anyone else in the organisation unless agreed beforehand. There are many reasons that 360-degree feedback instruments can be used to measure organizational change relative to organizational strategies. First, they can be used to communicate key skill sets required for the change. Second, 360-degree feedback can indicate areas of performance that may still be problematic and can be addressed through additional development efforts. Third, developmental planning efforts can be assessed and evaluated. Fourth, the results may help to delineate various groups in the organization that

have, or have not, responded appropriately to the organizational intervention. Finally, the data may also be broken down by organizational levels to show which may be in need of additional attention. The better the 360 degree feedback project data, the more managers will want it. So make sure you are very clear what the agreement is in terms of who sees what data and be careful to stick to this. Even if others are highly persuasive, do not change your mind. Take the time to properly explain why you're running a 360 review, what the outcomes will be and what levels of confidentiality are enforced. Supporting the big vision encompassing [360 appraisal](#) will lead to untold career development initiatives.

Overreliance On Technology

The 360 degree feedback process has a dramatic impact on employees, managers, teams, and organizations. As evidence to show the process really works, many organizations have developed measures associated with total quality management initiatives from existing employee survey data. Other baseline measures may be available too for example: The more perspectives you seek out in the 360 degree process – the less likely your reviews are to fall prey to unconscious bias. Unfortunately, bias does creep into the review process – with men more likely to receive evidenced feedback on technical skills than women. 360 reviews are key to identifying employee strengths. Unearthing strengths is important for acknowledgement and also for personal improvement. Identifying strength in a particular competency allows for the creation of a tailored development and training plan. An employee may exhibit strength in an area and when given additional development will excel. Developing strengths is important for an employee's career growth and for the company's effectiveness. One can unearth further information regarding 360 feedback tools in this [NHS link](#).

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