

Four Hints That Will Make Yourself Convincing In The Realms Of 360-Degree Review Processes

*No one is going to be fortunate in making the right choice every time. That's not how life happens. But with the use of this article you are likely to be more knowledgeable when choosing to invest in **360-Degree review processes**.*

With a configurable 360 system – and not all 360s will do this – you have the choice of including an alternative questionnaire with a more future-focused set of competencies. These are ideal if you or the individual wants to understand how they currently fare alongside such requirements. There are mechanisms and practices to support the changes that come from 360 degree feedback of course. You can take on new practices, get a supporting structure, measure and monitor to encourage your new actions, get a buddy or a coach. All of this is entirely possible, and with sufficient commitment and action, people can change whatever they wish. However, if the context is changing around them as well then things become so much easier for everyone. Organizations need to take a broader look at their HR systems and see how well integrated they are in service of the organization's business strategy and goals. This is to ensure that the different HR systems are in tune and reinforcing one another, particularly the reward system vis-avis the performance-management and the management-development systems. Otherwise, the organization runs the risk of engaging in the infamous folly of espousing the value of one type of behavior but paying for a different one. 360-degree evaluations can go a long way to giving people the motivation they need to stretch themselves and reach their personal career objectives. The time commitment for a 360-degree assessment varies based on the number of people being assessed. If you're doing only one or a few leaders, the whole process could be wrapped up in a month or so. Of course, if you're rolling out the survey across a broader group, it may take about two or three months, depending on how much work you need to do up front to identify your competencies. Monitor how the process is going. If your organization conducts 360 feedback all year around, create some KPIs on the number of feedback an employee should give. If your 360-review is part of the formal review process, create realistic deadlines. The more raters there are, the longer the 360 process will take.

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The purpose of the 360-degree feedback is to assist each individual to understand their strengths and weaknesses and to contribute insights into aspects of their work that need professional development. Debates of all kinds are raging in the world of

organizations about how to select the feedback tool and process, choose the raters and how to use and review the feedback. Many 360-degree feedback tools are not customized to the needs of the organizations in which they are used. 360-degree feedback is not equally useful in all types of organizations and with all types of jobs. Additionally, using 360-degree feedback tools for appraisal purposes has increasingly come under fire as performance criteria may not be valid and job based, employees may not be adequately trained to evaluate a co-worker's performance, and feedback providers can manipulate these systems. When preparing to implement a 360-degree feedback system, remember that organization is key. 360-degree systems are an intensive and time-consuming venture, so organizing and planning your strategy out in advance will help streamline the process. Work with your leadership team to determine how often you will gather feedback, the length, and questions from your surveys, what evaluation system you will use, and how to use the data you collect. Not only do you gather the best feedback, you also get results you can understand right away with 360 feedback. You also have the ability to integrate your feedback into the systems you use every day. Looking into [360 feedback software](#) can be a time consuming process.

Maximise The Visionary Dimension

The challenge lying throughout 360 degree feedback is that you want to expose new information and new insights. If you do not achieve this then the 360 degree feedback reports will be totally uninteresting and you will soon be rightfully questioning why you are wasting your time and energy on it. Alongside new data comes a "dark alley" of anticipation and a myriad of emotional possibilities – all of which is deeply uncomfortable and unpleasant. There's strong evidence that it's employees' reactions to feedback, rather than the feedback itself, that influences future performance. So it's crucial that employees see performance reviews as fair as well as useful and worthwhile checking in with employees afterwards to see if this is the case. 360 degree feedback provides individuals with a better understanding of their performance because the respondents provide a rounded '360 degree' perspective on the individual's competencies. The respondent's feedback remains confidential and anonymous throughout the process and allows them to answer more freely in an open and honest way. The ideal automated 360-degree feedback system should generate a graphical, visually striking report that conveys all the major facts, perceptions and actionable advice that an individual needs take away from the whole process. All of this without burdening the recipient with too much information. 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. Making sense of [360 degree feedback system](#) eventually allows for personal and organisational performance development.

The multiple perspectives of 360 degree feedback are important, as the immediate

boss may be assumed to be pleased with the high-potential person's past performance or that person would not have received such a designation in the first place. The person may already know what the boss thinks. But it is possible for a young manager who has received glowing reviews from a boss to be shocked to find that subordinates think she is a bully and peers consider her to be uncooperative and overly ambitious. If you are conducting a 360-degree review for yourself, consider showing the results to your supervisor or an experienced colleague/coach to hear their feedback on your report and what the next steps could be. There are many definitions of competencies, but since the context of 360-degree feedback is important to us, we can stop at the following definition: competency is a set of skills, abilities, personal characteristics, and behaviors that help achieve the desired results. Technology innovations have improved the 360 degree appraisal scoring process. Outsourcing part or all of a 360 degree feedback process may make sense when security is critical, such as with executive assessments, or when on-site administrative resources are limited. Automated outsourcing also can substitute PC diskettes for paper in an organization that lacks a network. Automation reduces administrative costs substantially because there is no need to handle outbound and inbound paper surveys. A 360-degree feedback exercise is not difficult to organise and administer but needs careful consideration. Like all powerful learning, the outcomes can be very uncomfortable for the participant, so ideally, no one should be coerced into participating against their better judgement. Organisations should avoid fear based responses when coming to terms with [360 degree feedback](#) in the workplace.

Use Of 360-Degree Feedback Today

With so many things that can impact a 360 feedback rating, you might ask yourself what is the point? Well, regardless of these factors it is giving you a solid indicator of your reviewers' opinions or at least the opinions they are prepared to register right now. It is giving you a broad view of opinion so you get the whole picture - not just what your boss thinks. You want to implement 360 degree feedback and you know now how to do it well. You can manage that yourself for sure but, is that the best way of managing 360 degree feedback? And perhaps more importantly, will you really make the difference you want to make in the organisation this way? Use 360 degree feedback as an excuse and a tool to progress the real conversations you want to have. This chapter shows you how to use 360 as a leadership tool. Once a 360-degree feedback system has been used for development purposes - once people have become comfortable with the process and have become used to using the data as a means for improving their skills and capacities (with the support of other systems put in place for this purpose), it may be possible to move to the successful use of 360 instruments for appraisal. If ratings become more lenient during this change, this can be picked up by comparative analysis of newer data with ratings from prior (development only) years, and the use for appraisal can be reconsidered if individual ratings rise or fall significantly. The key to change is the formation of new pathways, and in addition to this, structures to encourage, remind and nudge you into maintaining this new way, are critical. Otherwise the old structures, ie life as it was, will be sure to pull you back into old patterns. A common

mistake when collecting 360-degree feedback is not having a plan to support the leader post-assessment. The big payoff to leaders is the personalized data they get. Many leaders may need help with the interpretation of their feedback report and may need additional support to craft a development plan based on the results. The specificity/anonymity conundrum takes another turn when the idea of [360 appraisal](#) is involved.

A common mistake when collecting 360-degree feedback is not spending the time to select the ideal rater group. The quality of the data is dependent on the raters. Picking people who are familiar with the leader's performance and who will provide balanced feedback is key. 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. Organizations must decide whether to collect and score 360 degree data internally or externally; both methods have benefits and disadvantages. Preserving respondent anonymity often drives the decision for external scoring and reporting, because the raw data are not kept within the organization. Since someone outside the company takes on this administrative burden, only non-employees have access to the actual ratings. This not only improves anonymity but relieves supervisors or an internal process administrator of additional responsibilities. The drawback to external scoring is the substantial and recurring expense. 360 feedback surveys are a powerful tool and when used correctly, encourage employee growth. However, there is a lot to get right to deliver a successful 360 review. There are many challenges HR leaders face when implementing a 360 feedback cycle. Most 360 degree results for an employee will include a comparison of their ratings to the ratings of their supervisor and an average of the ratings from others (peers, customers...). The comparisons may be in the form of numbers or simple bar charts. Evaluating [what is 360 degree feedback](#) can uncover issues that may be affecting employee performance.

Benefits Of 360 Feedback

While a large part of the 360-degree review process can be automated by software, sharing the results of the surveys with employees should be done in person (or, if that's not possible, via a video conferencing tool) and not shared with the employee beforehand. If you imagine the 360 degrees of a circle, with the individual in the middle, they are getting feedback from those above and below them on an org chart, as well as those who are horizontal. In successful high-potential programs, very senior management will be active in the high-potential selection process and in supporting the steps recommended in the development plan. The 360-degree feedback is usually confidential (it is seen only by the individual receiving the feedback and the individual giving the feedback), but the plan is developed jointly by the high-potential employee, the boss, and the HRD specialist. You can get extra facts regarding 360-Degree review processes on this [Wikipedia](#) entry.

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