

# 360 Degree Feedback



An essential guide



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### **Many thanks for starting to read this!**

I have written this guide to help you implement an excellent 360 degree feedback development programme. The report is detailed, and my aim is to give you ideas and insights into making 360 work in your organisation. I hope you get some ideas and tips.



Helen Askey  
Orange Pip Limited

### **Background**

360° feedback is a methodology that enables people to gain insight and input from multiple contributors on performance in their current role. More than any other developmental tool, 360° feedback can prompt real, measurable changes in behaviour in the feedback receiver. This happens when they receive honest, specific feedback from their manager, colleagues and team.

One thing that has contributed to 360's 'bad reputation' is rater bias. Most 360° feedback tools ask responders to rate the feedback receiver on how well they do certain things — things that have been determined as critical success factors. This leads to a concern on the part of the rater that they are judging an individual using their perception only. Some assessment tools are shifting the rating scales away from "level of excellence" to frequency rating scales. Experience shows that people feel less judgmental if they are responding to how frequently an individual does or does not do something, rather than how well they do it.

Another factor that has greyed the landscape for 360° feedback is the actual validity of data gathered. When responders are forced to give a numeric rating to each question, this increases anxiety, especially when the question is related to something the responder has not observed. When you are looking at various options, select a tool that allows respondents to opt out of responding to any particular question. This gives the responder a sense of comfort and keeps the data clean.

There are many 360° feedback tools on the market with varying requirements for feedback. Choose a tool that requires face-to-face or one-on-one feedback from a trained feedback provider. 360° feedback can be an intense experience. If not handled professionally, the organization runs the risk of having the receiver misinterpret the results, react too harshly to the results or, even worse, totally discount the feedback. The best tools have a certification requirement or offer coaching support to provide and interpret the feedback.



## WHAT IS 360° FEEDBACK?

360° feedback is a process where an individual (the recipient) is rated on their performance by people who know something about their work (the raters). This can include team members, colleagues and managers, customers or clients, in fact anybody who is credible to the individual and is familiar with their work can be included in the feedback process.

The resulting information is presented to the individual with the aim of helping them to gain a better understanding of their management practises, leadership and interpersonal style and day to day effectiveness.

Each source can provide a different perspective on the individual's skills, attributes and other job relevant characteristics and thus help to build up a richer, more complete and accurate picture than could be obtained from any one source.

The outcome should be a document that identifies the individual's development needs and a practical, specific plan to address these.





## PLANNING QUESTIONS AND ANSWERS



A 360 degree feedback process can really add value to your people and your organisation. Based on Orange Pip's experience of 360° feedback we have got some questions for you to make sure you get the greatest value from this tool. By thinking about your answers to these questions you will be able to achieve create a great process.

Essentially 360 is a great way for people to get a picture of their competence, and to plan ways to be more effective. It gives people who work with you the opportunity to give you feedback against a set of competencies, and will give you a complete picture of how people experience you at work.

Here are some questions to get you thinking.

### **Q1. Why do you want to use 360° feedback?**

360° feedback can be used for many reasons. Here are a few:

- To be a development planning tool for people using the data from the 360 report.
- For selection or job moves within your organisation
- For performance management, to be part of your appraisal and reward process

### **Q2. What will you tell people?**

360 feedback is successful when people understand why the report is being done, how the data will be used and understand some guidelines for giving the feedback.

Just introducing the tool on a group will not work, people do need to understand much more about the tool.

We recommend briefing all people who will complete the questionnaire on:

- The purpose of 360° feedback
- How it will be used
- What the report looks like
- How to assess a person
- The timings involved.

### **Q3. Will the process be voluntary or mandated for people?**

There are advantages to either approach. Which way you go will depend on your reasons for using 360° feedback. The mandated approach may need to be introduced with care, depending on the culture of your organisation.

### **Q4. Will the report be confidential?**

This links back to how the report will be used

- Will the report be seen by anyone else?
- Will people be expected to share their report with anyone else?

At the outset make it clear which information will be confidential and which is anonymous. Be clear how written comments will be presented (or summarised). Have guidelines on the minimum number of raters (or raters per category) in order for a person to receive feedback.

### **Q5. Who will own the data?**

- Will the report be held by each individual?
- Will line managers get a copy of the report?
- Will HR hold reports on a central file?
- Will a summary report be produced by area, level or function in your organisation?

### **Q6. Will the process be repeated for people so all changes can be seen?**

The value of 360° feedback happens when people see how they have changed since working on their action plan. 360° feedback can be repeated after 12 months, which will give a person enough time to action their development agenda.

### **Q7. What will be the role of the line manager?**

Your line manager can play a vital role in coaching you, in supporting you in your development and giving you feedback on your performance.

Line managers may need to be skilled in how to hold a 360 performance planning meeting, in how to coach and give on going feedback

**Q8. What will be the role of HR?**

HR can support you in providing coaching and development support to assist you in achieving your development agenda.

They may also hold the development and learning budget, so you may need their support.

**Q9. How will you decide which areas of competence to focus on?**

360°feedback can look at specific priority skill or competence areas for you, ones that are vital in taking your organisation forward.

Alternatively 360°feedback can look at all the major areas of the role, giving you a complete picture of your performance.

**Q10. How much support will be given to people in achieving their development plan?**

The outcome of 360°feedback is not the report, it is the development plan and the actions to achieve the learning agenda.

You should be able to meet with your line manager to agree the agenda and receive on-going coaching.

You may then want to be coached as part of your development agenda, as well as using a variety of development options.



Psychologists have researched the pros and cons of alternative response scales for many years, but there is no consensus on the "one best scale." What works best depends on the purpose of the survey and on the types of items included. Here are some basic criteria for what constitutes a good response scale:

- The scale is simple and easy to understand.
- To the extent possible, raters have a common understanding about what the scale means -they interpret the scale in a similar fashion.
- The words used to define the levels are clearly ordered (e.g., it may not be clear which is higher -"Excellent" or "Outstanding").
- The scale is suitable for the types of items in the survey (e.g., a scale where one of the levels is "Always" may or may not be appropriate, depending of the types of questions).
- The scale leads to variance in ratings (competencies and participants are not all rated the same - there is a good spread in ratings).
- The scale is aligned with the main purpose of feedback (e.g., different scales would be appropriate when the purpose is developmental versus evaluating performance against expectations/ requirements).

#### General Types of Response Scales

Listed below are the general types of response scales, based on the main theme or aspect on which the ratings are made:

- **Simple qualitative** - how would you rate the person in this area? (e.g., from "Poor" to "Excellent").
- **Extent** - to what extent does the statement describe the person? (e.g., from "Very little extent" to "Very great extent").
- **Frequency** - how often does the person demonstrate effective use of the behavior/ skill? (e.g., from "Almost never" to "Almost always").
- **Developmental** (strength/development need) -how would you rate the person's capabilities in this area? (e.g., from "Significant development need" to "Exemplary-a role model").
- **Comparison with others** - compared to others with whom I have worked, this person is\_\_\_\_\_in this area (e.g., from "Significantly below average" to "Best I've ever worked with").
- **Performance** - how would you rate his/her performance in this area? (e.g., from "Does not meet expectations" to "Far exceeds expectations"). Note that this theme would make sense for performance appraisal purposes, but probably wouldn't for development purposes where colleagues and team members also provide ratings.

The reality is that, regardless of the care that goes into scale development, a good portion of raters will form their own mental map, with the lowest value being "bad" and the highest value being "good." This does not diminish the value of the 360° feedback questionnaire process, but does mean that the people being rated should not interpret the scale too literally.

When a new 360 survey is being developed, it's usually advisable to pilot a draft of the survey in a focus group with typical raters. In addition to input solicited on the items themselves, key questions regarding the response scale include:

- Do people interpret the scale the same way?
- Does it "feel right" to raters for the kinds of items in the survey?
- Does the scale work well for all rater roles that will be included (managers, peers, etc.)?
- Will the scale provide adequate discrimination versus everyone being rated the same?

### **3** VERBATIM COMMENTS

Our experience is that the verbatim feedback is a very important integral part of 360° feedback. Often the recipient's eyes are opened by the structured feedback they receive and are able to act upon the feedback received. It is therefore very important to decide what questions you are going to ask to prompt this feedback and also communicate to the rater to be as specific and detailed as possible with their comments

Types of verbatim comments:

- 'First Impressions' - choose 3 words or phrases that best describe the person being rated.
- What would you like (recipient of feedback) Stop, Start, Continue
- When they have had feedback in the past how have they reacted? What do you think they will do with this feedback?
- Examples that support your feedback, what are their strengths?, what do they need to improve upon.

The verbatim feedback may be sought after each group of questions or just once for the complete report.

## 4

## SELECTING RESPONDENTS

We recommend that the individual's line manager or HR support are involved with the selection of raters. This ensures that a meaningful set of responses is obtained and helps avoid some situations of 360° feedback where friends rate friends, or raters with whom they have little experience. Briefing and training raters can also be beneficial. Raters should be briefed on the purpose and process of 360° feedback as well as an explanation of the questions and ratings. Involving customers can also be beneficial. This requires a clear follow-up to manage expectations and to "close the loop".



## 5

## PLAN YOUR COMMUNICATION

How and what you communicate to people about 360° feedback will set the foundation for success.

Your communication should include the following:

- The reasons for doing 360° feedback
- How the reports will be used
- Timeframes for roll out
- How people will be supported in their development plan
- The importance of completing a questionnaire if you are invited to do so
- Any confidentiality agreements.

## 6

## RUN A PILOT

A pilot will highlight what resources are required to run the process. The amount of time that is required should not be underestimated. This way people can become comfortable with 360 degree systems and the kinks can be worked out.

Select a small group of people to be involved in the pilot. Pilot your whole process: communication, nominations, feedback, reporting, sharing the results and development planning. Evaluate each step in the process asking everyone about their experience, what went well and how it can be improved.

The administration and scoring of any 360° feedback process should be user-friendly. The process can entail a large and complex set of procedures. Sometimes, it's obvious who needs to fill out a survey and for whom. For example, if it's purely upward feedback and the feedback recipient has a manageable number of staff, everyone in his or her group fills out the survey. In other multirater systems, the selection of potential respondents can be more complex. For example, sometimes people get to choose who fills out surveys on them, or there may be random procedures for selecting from a pool of eligible raters. Without a good questionnaire and a logical and clearly communicated set of procedures, there's the danger of introducing a cumbersome, paper-intensive process. In such cases, the response rate may be low and the feedback less accurate because people may not be motivated to complete the survey.

Here is our suggestion. Insist that "user-friendly" be high on the list of criteria when designing a 360-degree process. Spell out who needs to provide feedback to whom. Make sure there are fair, logical, and consistent criteria for selecting respondents. Certain feedback providers may have many surveys to complete. In such cases, a survey especially has to be simple and user-friendly so that people don't feel burdened.

People in general don't like to complete a lot of paperwork, especially for HR-driven projects. A survey should be clear, make sense to people, and be easy to complete in 10 to 15 minutes at most. Resist the temptation to include every conceivable question measuring every conceivable competency. It's better to err on the side of simplicity than comprehensiveness.

Even the toughest senior manager gets nervous when they open their 360° feedback report. People telling you what they think of you can take you right back to school report days! The initial reaction is often to hunt out and focus on the negative feedback whilst trying to work out who may have supplied it. The recipient needs to be guided to view the feedback as an opportunity to grow and develop rather than a personal attack on their abilities.

360° feedback reports aren't a substitute for manager's assessing and managing people's performance. 360° feedback can supplement the regular feedback and coaching people should get from their manager.

Line managers need to be able to support and coach people in achieving their development agenda. We recommend that people meet with their line manager to go through their report. It can help line managers to see the 360° feedback reports before that meeting, so they can understand and spot any themes.

Line managers should then offer ongoing coaching and feedback to people.

Just giving people their 360°feedback report will not enable them to get best value from it. People benefit from a structured process to think about their 360°feedback, what are their strengths and areas for development, and what is their development agenda.

Questions to ask about your 360°feedback include:

- What are my strengths?
- What are my areas for development?
- What are my pleasant surprises - my strengths other people see in me?
- Am I consistent - do others experience me as consistent?
- Does my manager's assessment match my own?
- What are my priority areas for development?
- How can I achieve my development agenda?

360°feedback should not be integrated casually with existing performance management systems. Too often, organisations just patch them together. When a feedback process is new and unfamiliar, people may not treat their ratings of others with the concern for accuracy necessary for such systems to work. Organisations that have successfully integrated a 360°feedback system into their performance management systems usually do a thorough job of piloting and evaluation. Typically a project team involving various stakeholders such as HR, line management and staff is created to design and pilot the new performance management system.

Where you link 360°feedback results to re-numeration or promotion you must be aware of the impact that may have on the quality of the feedback. It's possible raters may colour their feedback either holding back aspects of feedback as they do not wish to see the recipient penalised financially or promotion prospects damaged, on the other hand a disgruntled employee could use the 360° feedback process as an opportunity to get back at the recipient.

Your 360°feedback tool is a great way to get the big picture of your organisational strengths and weaknesses.

If you are working with a distinct group (e.g. senior managers participating in a leadership programme) you should also be able to have a summary report showing the average of the group member's 360 feedback. This will show top strengths and development areas. You should also be able to get a summary report by job level or function, showing the areas of strength and development.

## 13 REPEATING 360 DEGREE FEEDBACK

The true value in 360° feedback is when people can calibrate their improvements in performance by getting another 360° feedback report some months after their first one.

We recommend that the report is repeated at least 12 months after the first report, that will give people enough time to see any improvement and change in behaviour.

## 14 EVALUATING THE VALUE

There are many levels of evaluation:

- The satisfaction with the process
- The understanding of the report and associated support
- The impact on personal performance
- The impact in the organisations performance

### **Satisfaction with the process.**

Asking raters and the individual about how easy they have found the process will give you useful data for improvements

### **Understanding of the report and associated support**

Evaluating how well people understood the report will be useful. It is also beneficial to evaluate the value and quality of any coaching, line manager or HR support.

### **Impact on personal performance**

Following up after 6 months and a year will give you useful metrics on how personal performance has been impacted. Data from performance management, appraisals and reviews will give useful feedback. After 12 months the 360° feedback can be repeated, with some additional questions capturing feedback about noticeable changes in behaviour or results. We recommend 12 months is the minimum time frame to repeat a 360 degree feedback process.

### **Impact on the organisation**

The holy grail of evaluations! Using existing business metrics to give you data should be an indicator. Clearly if you have a business or functional group of managers using 360° feedback it will be easier to look at their key performance indicators.

We also ask people to review what business results they have achieved from implementing their 360° feedback action plan.

As well as measuring the business benefits on results, skill improvements and profit look at the “intangibles”. These can include improved communication, motivation and commitment.



## PREPARING FOR THE 360 MEETING

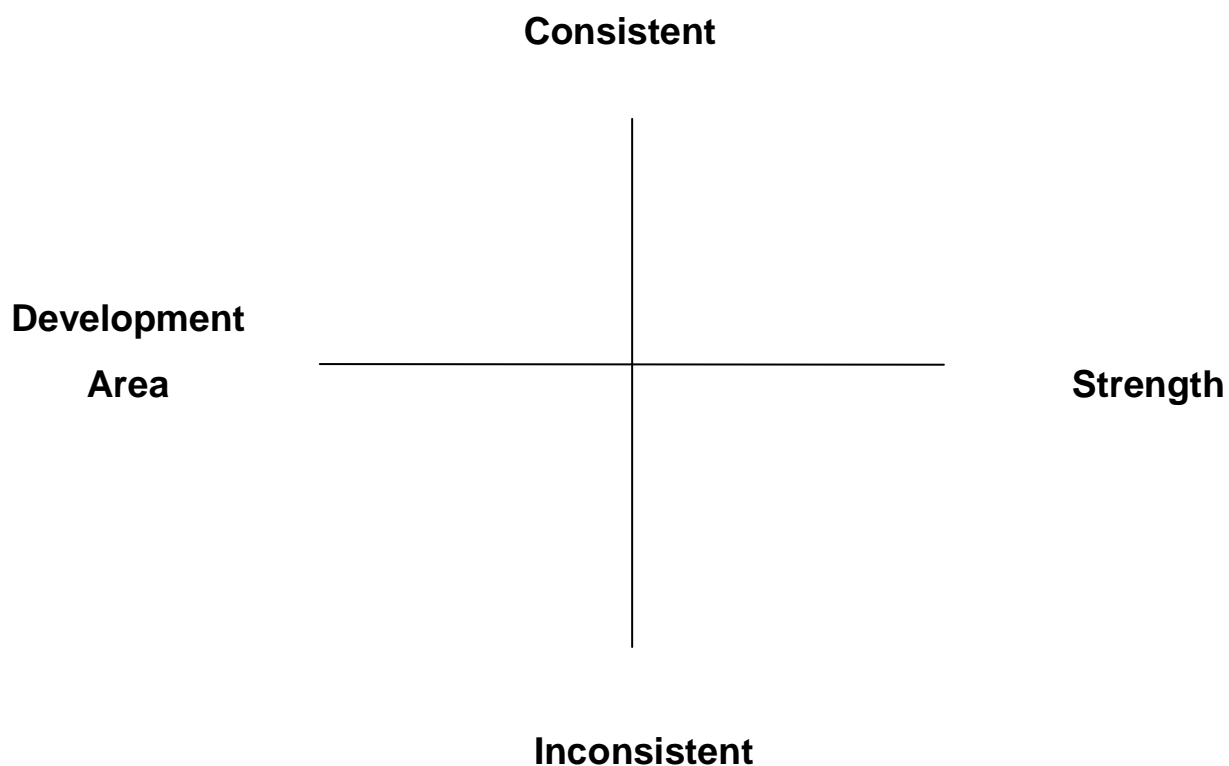
The success of the feedback meeting will depend on your preparation (and your coaching skills!).

Please note – you may decide to give the person the 360 report before you meet with them. That should be a considered decision you make. The main advantages are that it gives people time to read it and to begin to understand it. The main disadvantage is that the person could start to form some negative views based on their disagreement with the result, and you aren't there to support them. We always ask people to think through this process, taking into account the culture of their organisation.

When you look at the feedback report for the first time just read it through – resist any temptation to go into detail. Then look at it again. Asking yourself:

- ◆ What are the areas of complete strength (where there are higher/most positive responses or scores and respondents most agree)
- ◆ What are the areas of development (where there are lower/most negative responses or scores and respondents most agree)
- ◆ Areas of priority (what do you know about the role – what are the areas that are important to the role?)
- ◆ Look at the verbatim comments – what are the trends?
- ◆ Look at the differences in individual questions – is there a difference in the self/line manager/colleague/team member
- ◆ Look at the distribution of answers
  - ◆ Is there consistency?
  - ◆ Are there common themes?
  - ◆ Is there one/two people scoring lower or higher?
  - ◆ Do team members score lower/higher than colleagues?
- ◆ Overall, what are the messages?
- ◆ How do you think the person will react?
- ◆ What is your outcome for the meeting?
- ◆ Put together your notes

The following table can be a good way to prepare. By noting down the key areas where people agree and disagree on higher numbers and lower numbers, or most positive and most negative responses, you can help the individual to see where they can build on strengths, and decide if their lower scores or least positive are development needs. You can also help the individual think through the reasons for any inconsistency. For example if there is an inconsistency in the responses in the area of communication we often find that people make a conscious choice to communicate more with one group (often the team) than another group (often their colleagues).





## SUGGESTED AGENDA FOR THE 360 FEEDBACK MEETING

### 1. Check-in

- ◆ Expectations of the meeting
- ◆ Expectations of the 360
- ◆ Agree time for the meeting
- ◆ Remind of continued offer of support

### 2. Outline report

- ◆ Go through the summary chart
- ◆ Go through each competency area
- ◆ Look for consistent behaviours
- ◆ Highlight inconsistent behaviours
- ◆ Keep checking in on understanding

### 3. Summary questions

### 4. Action plan and development suggestions



## SUMMARISE AND NEXT STEPS

When you are facilitating 360 feedback, suggest that the individual makes these commitments:

1. **Recognise that you have the freedom to choose your response to feedback.** The response you choose will influence the effectiveness of your action plan.
2. **Decide that feedback is helpful.** Perceptions are important. People interact with you based on their perception, so their feedback is valuable.
3. **Focus on positive points as well as areas of needed improvement.** Negative comments or low ratings sometimes attract and dominate our attention. While allowing the negative to monopolise our thoughts and emotions is easy to do, positive ratings are as important. In reality, we can use our strengths to overcome our weaknesses.
4. **Look for general themes.** As you receive your feedback, first read through it quickly looking for general themes or messages. Later you can examine the profile for details and specific items.



## REMEMBER THAT PEOPLE REACT TO FEEDBACK

### THESE REACTIONS TO FEEDBACK CAN INCLUDE:

**S** – Shock/Surprise - This isn't really me

**A** – Anger - They don't know me, don't they understand the pressure I am under?

**R** – Rejection/Rationalisation - They are wrong, they don't understand; they must have thought this because it was a busy week

**A** – Acceptance – o.k., so maybe they are right

**H** – Hope - So what do I do about it? How can I change my behaviour?

### How to manage SARAH reactions when giving feedback:

- ◆ Use effective questioning and listening to understand what is behind Shock, Anger and Rejection
- ◆ As the individual moves into Acceptance or Hope make use of your coaching skills



## FOLLOWING UP WITH RESPONDENTS

We recommend that the individual has a meeting with the people who have completed the 360 questionnaire. This group of individuals who gave the feedback will be their best support team. The individual can respond proactively to their feedback by approaching those who gave them the feedback and sharing their learnings and action plan(s) with them (either in one-on-ones or in a group meeting). By sharing, they are inviting others to support them and help them to carry out their action plan.

### A possible feedback meeting format is listed below:

- ◆ Introduction
- ◆ Thank them for filling out the profiles
- ◆ Express how useful the profile process was for you
- ◆ Report positive areas
- ◆ Report areas needing improvement
- ◆ Share action plan
- ◆ Ask for feedback on action plan (strengths and weaknesses)



## PRESENTING THE FEEDBACK

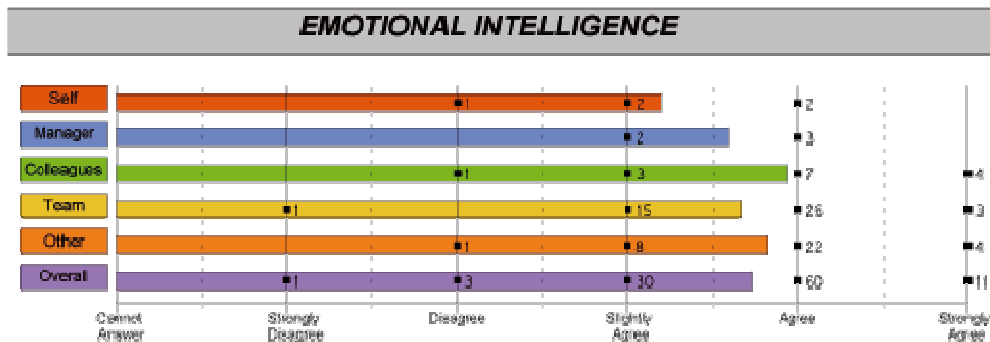
The 360° feedback report can either be given before a coaching session or at the coaching session. The coach should be aware of and sensitive to the emotional state of the recipient and would aim to objectively unravel the feedback ensuring that the recipient does not “block out” conclusions of the feedback, maintain a balanced perspective and aim for a positive outcome.

Your 360° feedback report should include:

1. A summary report
2. A detailed report by question showing:
  - a. Average response by each relationship (colleague, direct reports, customers etc.)
  - b. Spread of responses by relationship
  - c. Average response for all relationships
3. All written, verbatim feedback.
4. Detail of the top 10 strengths and top 10 development areas.



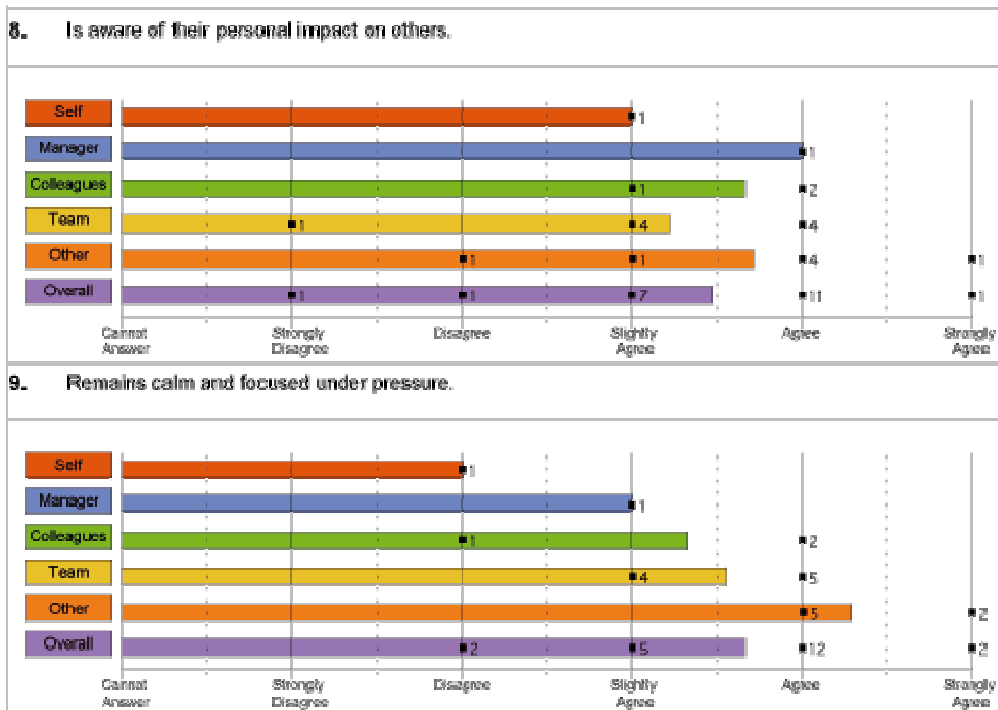
### Example Section of a Summary Report



*The numbers on the report represent the number of 'rating' responses*



## Example Section of a Detailed report



The numbers on the report represent the number of 'rating' responses

### For question 8:

#### The individual:

- slightly agrees

#### The manager:

- agrees

#### The colleagues:

- 1 slightly agrees
- 2 agree

So the average is between the two, nearer to agree

#### The team:

- 1 slightly disagrees
- 4 slightly agree
- 4 agree

So the average is just over slightly agree

**Other (could be customers etc.)**

- 1 disagrees
- 1 slightly agrees
- 4 agree
- 1 strongly agrees

**Overall shows the summary of responses**

- 1 strongly disagree
- 1 disagree
- 7 slightly agree
- 11 agree
- 1 Strongly agrees

So the average is nearly half way between slightly agree and agree



<b>EMOTIONAL INTELLIGENCE COMMENTS</b>	
<b>Please give examples that support your feedback</b>	
Self	<ul style="list-style-type: none"><li>▪ I need to stop dominating conversations and develop my listening skills</li></ul>
Manager	<ul style="list-style-type: none"><li>▪ He can be aware of other people's emotions but isn't necessarily interested in them</li></ul>
Colleague	<ul style="list-style-type: none"><li>▪ Everyone knows when he is bored or frustrated - he makes no attempt to hide it.</li></ul>
	<ul style="list-style-type: none"><li>▪ Tends to dominate the discussion</li></ul>
	<ul style="list-style-type: none"><li>▪ He deals with staff from other offices very well</li></ul>
Team	<ul style="list-style-type: none"><li>▪ He is aware of the impact critical decisions can have on individuals or groups of staff</li></ul>
	<ul style="list-style-type: none"><li>▪ Ability to remain calm</li></ul>
<b>What are their strengths in this area?</b>	
Self	<ul style="list-style-type: none"><li>▪ Clarity of objectives and commitment to meet promises</li></ul>
Manager	<ul style="list-style-type: none"><li>▪ Is very aware of personal relationships and how people are reacting around him and acknowledges this in his actions and words</li></ul>
Colleague	<ul style="list-style-type: none"><li>▪ Usually tries to put people at ease</li></ul>
	<ul style="list-style-type: none"><li>▪ Inspires others to follow his example and tries to be inclusive where possible</li></ul>
Team	<ul style="list-style-type: none"><li>▪ Has a well developed ability to adapt to changing circumstances</li></ul>
	<ul style="list-style-type: none"><li>▪ Inspires others to follow his example</li></ul>
<b>What do they need to improve?</b>	
Self	<ul style="list-style-type: none"><li>▪</li></ul>
Manager	<ul style="list-style-type: none"><li>▪ Could try to let people voice their opinions first sometimes before engaging.</li></ul>
Colleague	<ul style="list-style-type: none"><li>▪ Using praise to motivate</li></ul>
	<ul style="list-style-type: none"><li>▪ Possibly a little more humor on informal occasions?</li></ul>
Team	<ul style="list-style-type: none"><li>▪ On occasions listening harder before making an intervention</li></ul>
	<ul style="list-style-type: none"><li>▪ Can show frustration when problems arise</li></ul>



<b>OTHER COMMENTS</b>	
<b><i>When they have feedback in the past, how do they react?</i></b>	
Self	Mixed. Depends if I agree with it!! Tendency to discount that which I don't see/agree with. However when it is clear and agree then keen to adapt.
Manager	I am not honestly sure: I do believe that he takes feedback and acts on it, this needs • to be more visible
Colleague	Not witnessed this but would imagine he would challenge, understand and accept/reject accordingly.
Team	Has a mature approach and takes feedback in a positive manner.
<b><i>What do you think they will do with this feedback?</i></b>	
Self	Being a little more confident and assertive around some key peer/manager conversations
Manager	I assume he will listen and look to develop in those areas as highlighted
Colleague	Consider it deeply and develop conscious actions
Team	I believe he will use it positively to tweak his current management style and improve his personal performance.
<b><i>What would you like to see this person stop?</i></b>	
Self	Being reactive. Responding without full consideration. Moving on without proper reflection
Manager	Be challenging but don't be "over" challenging.
Colleague	Don't always worry about the detail.
Team	Stop lastminute.com approach.
<b><i>What would you like to see this person start?</i></b>	
Manager	To stand up and be counted as one of the leaders of the business
Colleague	Being a little more confident and assertive around some key peer/manager conversations.
Team	Ask for more feedback from the wider team
<b><i>What would you like to see this person continue?</i></b>	
Manager	Being the calm steadying influence that he is
Colleague	Providing good counsel and insight and being a key member of the Ops team
Team	Continue with your current supportive management style where you give clear direction



## Example Section showing highest and lowest overall responses

10 HIGHEST OVERALL RESPONSES			
Area	Q No.	Behaviour	Average
Drive for Results	26.	Has a desire to achieve excellence.	5.0
Drive for Results	27.	Relishes a challenge.	4.8
Effective Communication	36.	Networks and presents a positive image of the Council.	4.8
Leading and Developing People	40.	Values the importance of contributions and celebrates success.	4.8
Drive for Results	28.	Is enthusiastic about work.	4.7
Drive for Results	25.	Sets ambitious targets which aim to deliver added value.	4.6
Strategic Planning	18.	Champions change to secure improvement.	4.6
Integrity	2.	Is trustworthy, reliable and honest.	4.6
Customer Focus	20.	Committed to continuous improvement.	4.5
Integrity	5.	Is prepared to stand up for what they believe in.	4.5
Strategic Planning	16.	Makes significant contribution to long term planning.	4.5

10 LOWEST OVERALL RESPONSES			
Area	Q No.	Behaviour	Average
Emotional Intelligence	8.	Is aware of their personal impact on others.	3.5
Effective Communication	32.	Actively listens to and respects others' points of view.	3.7
Emotional Intelligence	9.	Remains calm and focused under pressure.	3.7
Emotional Intelligence	10.	Adapts their behaviour according to the situation.	3.8
Emotional Intelligence	6.	Is aware of their emotions.	3.9
Emotional Intelligence	7.	Is aware of others emotions.	3.9
Leading and Developing People	38.	Coaches and mentors team and colleagues.	4.0
Effective Communication	35.	Gives and receives feedback to support understanding and learning.	4.0
Integrity	3.	Admits when they have made a mistake.	4.0
Drive for Results	30.	Makes timely decisions and commits them self to taking action.	4.0

### Response scale

0 - Cannot Answer / 1 - Strongly Disagree / 2 - Disagree / 3 - Slightly Agree / 4 - Agree / 5 - Strongly Agree

*Note: There may be more than 10 behaviours listed if average responses are the same for more than one question*

These tables can help people to summarise their strengths.

This can be very affirming.

When looking at the lowest responses it is useful to notice the numerical difference between the lowest and highest.

- A large spread indicates a large spread of perceived competency – the person is very strong at some aspects and has some “strong weaknesses”.
- A smaller spread of numbers, if they are all high, can indicate a strong “all rounder”
- A smaller spread of lower numbers can indicate that the person isn’t performing in their role.

These results and reasons should all be explored during the feedback coaching session.



## MAXIMISING THE BENEFIT OF 360° FEEDBACK



### FOCUS ON PARTICIPANT DEVELOPMENT

- Use 360° feedback as a developmental feedback tool.
- Suppress the inclination to link it with compensation or performance appraisal unless your organizational culture is fully supportive and clear that development is the top priority.



### ALIGN TO THE BUSINESS

- Link the process and align with strategic imperatives.
- Build business-focused competencies and customize specific jobs, levels, and functions.
- Involve the customer.



### MAINTAIN CONTROL

- Exert control over the nominating process.
- Approve the participant's selection of raters
- Train all participants in advance to ensure accurate and honest feedback.
- Decide in advance who will see the individual result; and communicate this carefully - sharing results with the line manager can create an atmosphere of openness and accountability but can also lead to inflated ratings.



### LEVERAGE RESOURCES

- Involve the customer to create an environment of continuous improvements.
- Get senior management support and provide enough money, time, and people resources to make 360° feedback a success.



### BUILD COACHING CAPABILITY

- Coaches are key - train them.
- Consider using external resources to train your coaches to support participants.



## SUMMARY

So what have we been talking about...

- Make sure you are clear on why you are using 360° feedback
- Be clear in your communications
- Make sure you have good coaches to help people understand their 360 and create their development plans
- Align your 360 with your development offerings
- Guarantee people's anonymity for their feedback.





## NEXT STEPS . . .

We hope you have found this report useful.

We intend this document to give you some ideas and suggestions in using 360°feedback.

Please do contact us if you would like us to support you with your 360°feedback process. We can provide you with a 360°feedback tool, expertise, in-house training, coaches to support development planning or just call us to talk through your ideas!

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