

You're looking at this piece because you want to learn more about **360-Degree review initiatives**.

360-degree reviews involve gathering feedback from all directions — supervisors, teammates, and direct reports. Evaluations and feedback are consolidated into a holistic view of employee performance and can be used to make actionable change. 360-degree feedback systems operate based on anonymity — employees are provided the comfort of knowing that their feedback is not tied to their name so that they feel safe speaking honestly. A 360-degree feedback service does not always know about all work contacts of reviewees. There is also less involvement from reviewees as they don't participate in a reviewers selection process. Also, access to internal company data is required, which is not always possible to provide due to security regulations. Options to avoid face to face 360 degree feedback meetings are private distribution or emailing. None is failsafe, but if you are clear how you are planning to distribute the data then it can be up to them how they manage it, eg if a PA normally looks at their inbox they have an opportunity to give you a private email address. Individuals alter their self-image when they determine that the 360 degree feedback data tells them something new about themselves. In the process, the individual compares the information to a standard (for example, how he or she was rated previously, information about how others were rated, or information about organizational standards and expectations). This analysis suggests how the revised self-image can be used to establish goals for behavior change. A reasonable 360 degree feedback survey probably should use between twenty and thirty-five items. If the survey takes twice as long to complete, research shows, more than twice as many people fail to respond at all to the survey. In a long survey, often more than twice as many nonresponses occur on the second half of the survey compared with the first half. In addition, respondents are likely to provide significantly less distinction among items on the second portion. When respondents get tired, they seem either to stop responding or to make all their ratings about the same. Now that remote work is the norm, leaders may not have a clear picture of where their employees are thriving and where they can improve. That makes 360-degree feedback a considerable asset for any organization from today forward.



Participants in a 360 degree feedback session may take it all very personally and that might not allow them to see it in a mature way. They may be thinking and feeling that there is nothing they can do and feel quite helpless about this. This is not an empowering position for them to plan their actions. Here you can use a depersonalisation technique. One of the big challenges for 360 degree feedback loops is that some staff can become upset by what their peers have said about them. This is especially true if the employee doesn't feel the feedback is appropriate or fair. However, surveys can be collected in a way that makes sure no-one knows who provided the answers. One of the key criticisms of 360 degree feedback is that it doesn't actually achieve anything. The questions can cover many different factors and competencies, and a lot of data will be collected. It is then hard to draw conclusions from the data and take action on the results. 360 performance reviews open the employee's eyes to a

number of perspectives – including the co-workers they collaborate with every day. When co-workers and managers provide constructive feedback, employees are given a number of pointers. Often, these suggestions are more specific and actionable than if they came from more hierarchical reviews. The specificity/anonymity conundrum takes another turn when the idea of [360 appraisal](#) is involved.

Uncover Issues That May Be Affecting Employee Performance

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. 360 feedback doesn't actually focus on performance, but rather on all aspects that can be attributed to an employee's behavior. In this way it can help the person improve their interactions, their communication, and in the end, their job 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. 360-degree feedback can provide many benefits; for example, they help eliminate biases, creating a better picture of the employee's competencies. However, implementing 360-degree feedback can be challenging. Before you can implement 360-degree feedback, organizations should identify the purpose and objectives of the process. 360 degree feedback data is just an expression of opinions. And there is no "just" about that! The very process of asking for opinions, really listening to them and attempting to understand them is a useful, transformational process. People need to feel in control of their destiny - that is why a clear understanding of [360 degree feedback system](#) is important to any forward thinking organisation.

When decisions are based on single-source evaluations, the organization may find itself in the position of defending the judgment of a single person. One person, no matter how fair, is subject to claims of bias or partiality. Multisource measures offer substantially stronger legal protection because the model combines multiple perspectives, resembling the jury system. The probability that multiple people rating independently all share the same bias is very low. In addition, a formalized 360 degree feedback process may offer substantial safeguards by demonstrating process fairness to individuals and to groups. When choosing an organizational 360 feedback provider, ask about research-based content, assessment philosophy, and the level of support that will be provided through the implementation. Senior HR leaders should define the metrics and then work with other senior executives to ensure alignment. According to goal-setting theory, the best goals (that is, those that best motivate and direct behaviors) are specific, difficult, and attainable. Certainly, most 360-degree feedback contains enough information for managers to choose goals that meet these criteria. Several benefits can accrue from integrating feedback for development with its use for performance appraisal in a 360 degree program, once people feel comfortable with the process. From a systems point of view, it may be easier to administer a 360 process that can provide information on strengths and development needs during a performance review. By

participating in 360-degree reviews, employees learn to give feedback to their colleagues that motivates them to improve and strengthens their working relationships. Perhaps in the first review, not all feedback will be informative, but each time the effectiveness of the 360-degree review will increase over time. Supporting the big vision encompassing [what is 360 degree feedback](#) will lead to untold career development initiatives.

Clarity And Interest

An effective feedback form is the mark of a streamlined, well-planned 360-degree feedback process propped in place by an equally efficient automated 360 feedback system. Proper implementation along the above lines is the key for organizations and the individuals in it to make the best of the feedback they receive and boldly meet their respective futures. You may picture the use of 360 degree feedback as a dynamic and evolutionary process in organizations. As employees get used to the process and continuous learning becomes part of the corporate culture, the organization can experiment with new approaches. Different performance dimensions or items can be added to keep the process fresh and reflect changing business goals and strategies. New techniques and approaches may be tried, such as computer-based administration and feedback. In addition to individuals, groups may use 360-degree feedback to obtain information about how they are viewed by other groups. A 360-degree, learning-competency instrument can be used by itself to focus specifically on improving a person's ability to learn. Here, the emphasis is less on learning competencies as a means of developing other end-state skills and abilities than on competencies that deserve, in and of themselves, focused developmental efforts. The instrument might be embedded in a training program designed to improve learning skills and strategies, or it could be used when individuals are placed in a developmental assignment to help them understand how their ability and willingness to learn will affect the degree to which they will develop from the assignment. Collecting 360 degree feedback by getting responses from everyone individually is time consuming. You would almost need to employ a department just to process feedback. However, surveys can be sent in one click to all the relevant people. Then you can collect the responses to the questions and collate the data. With 360-degree feedback, there is an enormous amount of information to be absorbed. The feedback usually covers multiple performance dimensions, each being rated by multiple sources. For example, one 360-degree feedback survey we know of contains twenty-two performance ratings from self, supervisors, peers, and subordinates. This generates eighty-eight separate data points for the feedback recipient to digest. Keeping up with the latest developments regarding [360 feedback software](#) is a pre-cursor to increased employee motivation and building the link between performance and rewards.

Once reviewees have received their 360 degree feedback reports, they will have to determine what competencies or behaviors they want to improve over the next few months. The list of planned actions for the development of competencies can be recorded in the form of an individual development plan (IDP). 360-degree feedback adds value to organizations and their development because of the unique, facilitative role these systems can play vis-a-vis the following significant trends in organizations: moving from an inside-out to an outside-in orientation, the changing nature of work, and the changing role of management and leadership. With traditional 360-degree feedback applications, individuals tend to interpret their results in relative isolation—either by themselves or with a feedback specialist.

The development of a learning culture can be supported by expanding this interpretative process to include all members of a work group. Instead of each individual trying to make sense of his or her feedback in isolation, the group is involved in interpreting the feedback and taking action that supports development as a result of the feedback. Such a process promotes collective learning about each person's strengths and weaknesses as a group member. Cognitive processing of the 360 degree feedback data is where the upsets and reactions get reviewed and when there is the opportunity to turn these new insights into real clarity and new committed actions. First you need to allow participants to see the data, to see it as it is and to let it in. The key is to detach the reality of what actually happens, how the participant actually behaves and what they actually do or feel from the 360 degree feedback data. Always refer to the fact the 360 degree feedback data is saying it is others' view, perspective, angle, opinion, judgment, assessment, evaluation, thoughts, etc. Someone may easily show respect in the usual ways but be considered to be doing otherwise for a number of reasons. These reasons are the really interesting bit. Organisations should avoid fear based responses when coming to terms with [360 degree feedback](#) in the workplace.

Encourage Critical Conversations

At the 360 degree survey report stage it is imperative that recipients are provided with professional support to facilitate comprehension and positive interpretation of results. Recipients are at liberty to share whatever information they feel is relevant with supervisors in order for a joint effort to be made towards a development plan. Regular multi-rater surveys like the 360 degree review generate an awareness that success is not just about pleasing one person. Instead, it is all about teamwork, appreciation, keeping your co-workers happy and building the right rapport with your clients/customers. Item-level data in a 360 degree report needs great care in interpretation. There is usually a lot of rich detail that can be unpicked and explored usefully, but you need to be mindful of each of the reviewer type patterns and really need to know the range of ratings for each data point. At the same time you need to be cautious in making conclusions about whether the ratings are indicating different opinions. As a rule of thumb, if a conclusion is not really obvious and backed up by other data or open-text commentary then assume it may not be valid and look for other things. One can uncover supplementary particulars on the topic of 360-Degree review initiatives at this [NHS](#) article.

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