

**THE
360 DEGREE FEEDBACK
POCKETBOOK**

By Tony Peacock

Drawings by Phil Hailstone

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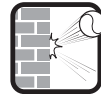
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INTRODUCTION

360 DEGREE FEEDBACK



Effectively run, 360 degree feedback is a brilliant way to motivate people, achieve business goals, help people build on their strengths, address personal development needs and develop their careers.

This book is for anyone who is interested in introducing such a process into their organisation, or who wants to further develop or invigorate an existing scheme. It will also be of great use to managers who have to facilitate a 360 review feedback session and want to know how to use the system to best effect. Finally, it will benefit anyone who is to be a 360 review subject, as it will give a thorough understanding of what such a review is meant to achieve and how to get the most from it.

In these pages you will find out how to design and introduce a successful scheme; how to get full participation; how to produce effective 360 review reports and conduct successful feedback interviews; how to develop appropriate personal development plans, together with a host of tips and ideas to ensure your 360 degree feedback system is a successful and motivating process.

INTRODUCTION

THE BASIC CONCEPT



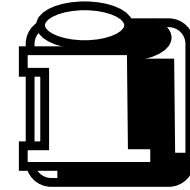
A 360 degree feedback review provides people with constructive feedback on how their work-based behaviour is seen by their colleagues. It is primarily for personal development but can be used for other purposes.

Feedback is collected from workmates who are asked to complete a non-attributable questionnaire that explores how the review subject goes about their work. Feedback is usually collected electronically via email or the web. The information received in the questionnaires is combined into a report of charts, graphs, tables and written comments, that are fed back to the review subject, either by their suitably trained manager or by a performance coach, who will help them to develop an action plan based on the feedback.

It is called a **360** review because responses will come from people all around the review subject – their manager, peers and other co-workers, team members, even their clients and customers can all play a constructive part in providing them with valuable feedback on how they are perceived.

INTRODUCTION

LINK TO TRADITIONAL APPRAISAL



360 degree feedback is often used as a **stand alone** personal development process that focuses on developing skills and addressing development needs. It can also be used however, to **enhance** a traditional appraisal or performance review.

Traditional reviews typically cover:

- The performance of the review subject in the **past** – what they have achieved and how they have gone about their work
- **Future** objectives – their organisational and personal goals
- What **support and development** they need to achieve their future objectives



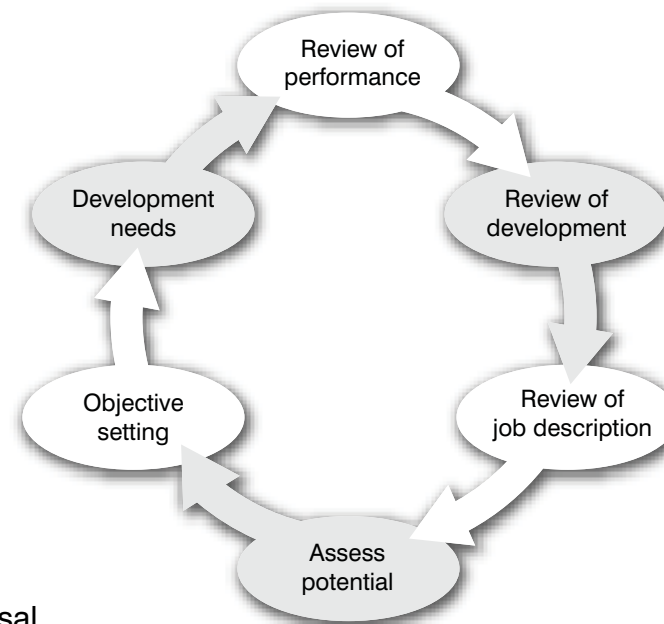
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LINK TO TRADITIONAL APPRAISAL



When it comes to 360 feedback, most contacts, with the exception of the manager, won't know how well an individual has performed against their business or personal objectives. 360 feedback therefore tends to focus on providing information on **behavioural** aspects of the review subject: *how* they do things, rather than *what* they do. Such feedback leads to a much better informed appraisal discussion.

Where organisational objectives are agreed and reviewed at a team level, 360 review can even **replace** traditional appraisal.



INTRODUCTION

REVEALING THE 'BLIND SPOT'



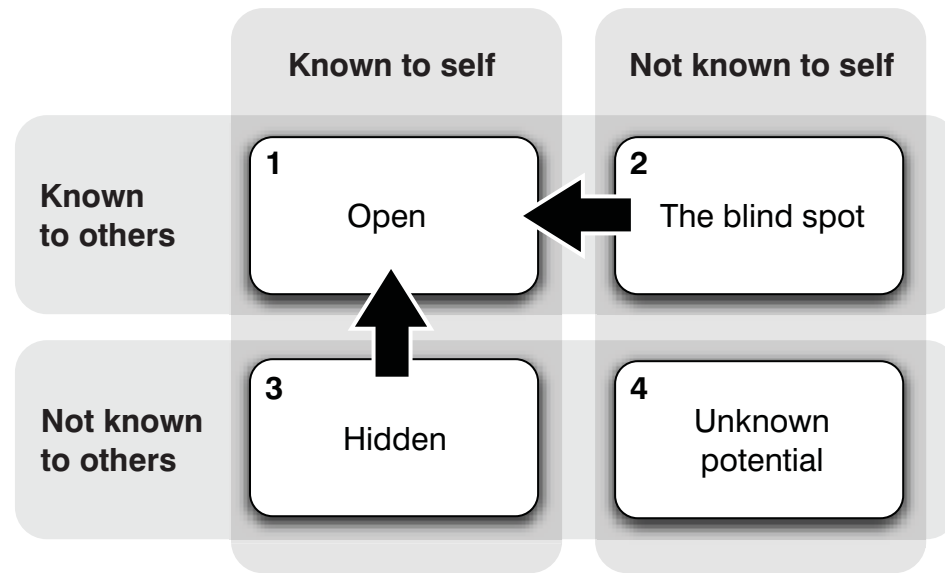
An effective level of self-awareness is a starting point for high-level performance in any field. A simple model of self-awareness is the 'JoHari window' (named after the first names of its inventors, Joseph Luft and Harry Ingham). This splits human interaction into four segments:

1. The **open** quadrant represents things that the individual knows about themselves, and that others know about them.
2. The **blind spot** represents things that other people know about a person, which the person is unaware of.
3. The **hidden** quadrant represents things that people know about themselves but that others do not know.
4. The **unknown potential** quadrant represents things that are unknown to the individual and to others.

A 360 review provides a person with valuable feedback from others, thus opening up the 'blind spot' as well as encouraging them to share information from their 'hidden' quadrant. A well facilitated feedback review will also help unlock the 'unknown potential'.

INTRODUCTION

REVEALING THE 'BLIND SPOT'



➔ = effect of 360 review

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BENEFITS OF 360 TO THE INDIVIDUAL



- Review subjects receive constructive feedback on areas of their performance that they don't receive by any other means
- Feedback can be obtained from a wide range of people who don't normally contribute to an individual's development
- More open and relevant feedback can be obtained than is gained from traditional appraisal – for example, some skill areas, such as leadership, are often better judged by those being led than by the leader's manager
- The review subject gains self-awareness as they take a 'reality check' on their self-perception – feedback is difficult to ignore when expressed consistently by a number of colleagues
- Relationship with their manager can be improved through greater understanding
- Feedback shows how they are valued and hence improves motivation
- Review subjects have the opportunity to discuss their feedback, often with an independent performance coach who can help them analyse the comments and decide on action points

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BENEFITS TO THE MANAGER & THE ORGANISATION



- Managers gain a more rounded picture of the review subject's skills and knowledge
- Communication between managers and review subjects is enhanced
- Reviews act as development needs analysis within teams
- Managers understand what they need to do to support their people
- Giving 360 feedback helps respondents develop their communication skills
- The process can build a culture of mutual respect and responsibility for helping others grow
- Participants learn to focus on the core organisational competencies that affect business performance
- Useful in 'flat' organisations where managers may have a large number of direct reports, none of whom they interact with enough to give them a rounded picture of their performance
- The process provides an input to talent management

INTRODUCTION

USES FOR 360 REVIEW



- To give people more self-awareness
- To develop people in their jobs
- As an input to a personal development programme
- As part of a more general appraisal process
- To identify talent and succession planning
- As part of career progression
- For organisational change processes
- As support for outplacement
- Pre and/or post training needs analysis (TNA)
- For team development

Whatever reason you have for doing it, it is important that you make it absolutely clear to all concerned at the beginning of the process, as this will have an impact on both the design and delivery of your system. You need to be vigilant in maintaining the spirit of the process throughout.

About the Author

Tony Peacock, BA MA FCIPD

Tony is a highly experienced management and leadership trainer who has worked with many international organisations. He has sought to help many small and medium enterprises (SMEs), charities and other not for profit organisations with limited resources, to develop the skills of their people through low cost programmes.

In recent years Tony has specialised in introducing 360 degree personal development reviews into many organisations and has been involved in providing feedback coaching to hundreds of managers and leaders. He firmly believes that a well facilitated 360 degree review process can be a major development intervention and his PDR360Review suite of questionnaires is now used extensively in the UK.

In addition to developing and facilitating training programmes, Tony is a regular speaker at conferences and seminars; he has also written management and leadership articles for journals and magazines. He firmly believes that any development intervention should be inspirational and fun and his high energy training programmes have attracted warm praise.



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