

360 feedback best practices



table of contents

Section 1

Introduction

- 04 — What is a 360 feedback?
 - 05 — What's the purpose of 360 feedback?
 - 06 — Typical 360 process (How 360 works)
-

Section 2

360 feedback sample questions

- 09 — 360 feedback initial survey questions
 - 10 — 360 feedback follow-up survey questions
-

Section 3

Pros and cons of 360 feedback

- 12 — what does 360 feedback do well?
-

Section 4

Common pitfalls of 360 feedback

- 16 — What are common 360 feedback pitfalls? (and how to avoid them)
-

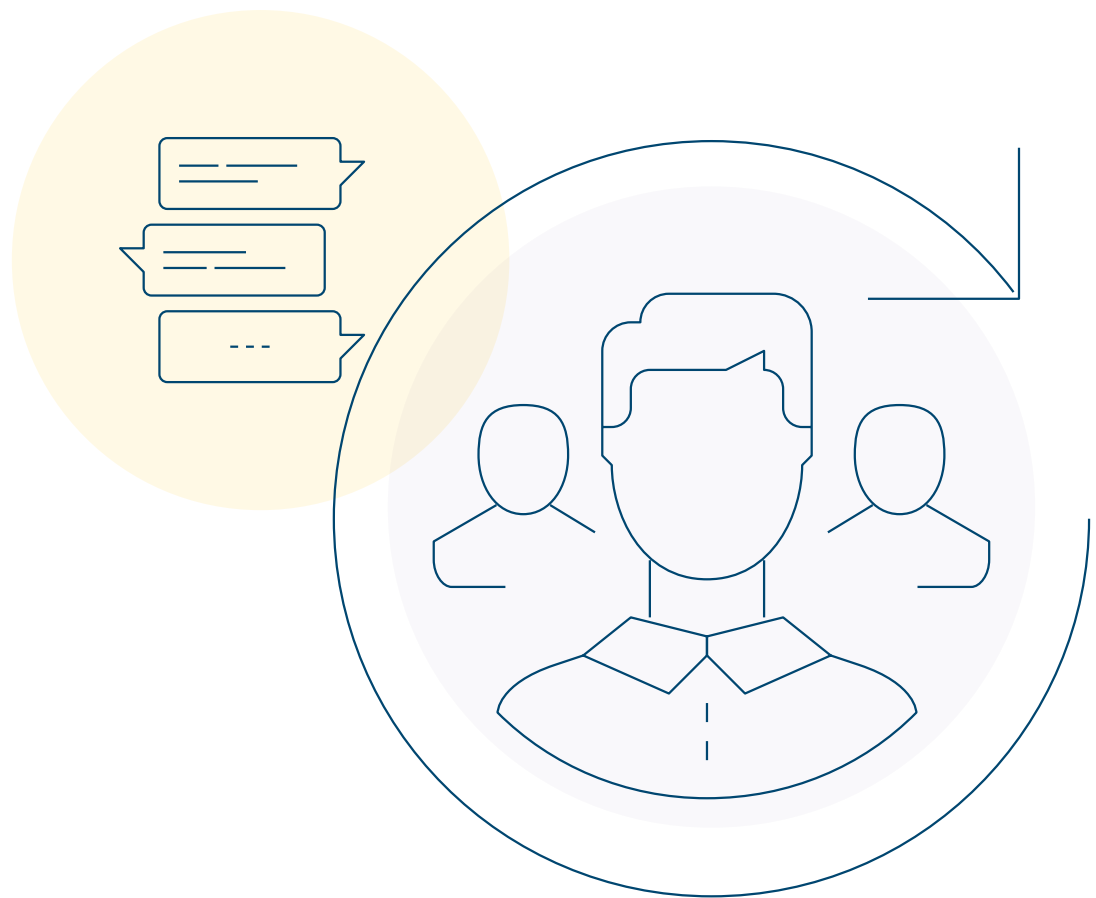
Section 5

Alternatives to 360 feedback

- 19 — Alternatives to 360 feedback
- 20 — How do we use results and data from 360 feedback?

section 1

introduction to 360 feedback



INTRODUCTION

what is 360 feedback?

Traditionally, feedback used in employee performance reviews provides employees with an analyzed opinion of their performance. 360 feedback offers employees regular feedback from more than one stakeholder and gives them the opportunity to improve before any performance assessment occurs.

Rather than focusing on specific job defined skills, 360 feedback allows colleagues to improve goal accomplishment rates for one another.



360 feedback can help accomplish a variety of goals, including leadership development, culture change and increased participation.

— Leanne E. Atwater, Ph.D., David A. Waldman, Ph.D.

INTRODUCTION

what's the purpose of 360 feedback?

There are 2 main purposes

ASSESSMENT DRIVEN

Used with the intention of assessing performance in shorter time frames in order to address concerns sooner.

COACHING DRIVEN

Used with the intention of development and coaching rather than assessment, helping build relationships between Managers and Team Members.

INTRODUCTION

typical 360 process (how 360 works)

DETERMINE HOW YOUR TEAM WILL BENEFIT FROM 360 FEEDBACK

Ask what would have the most immediate and effective impact through a survey for your organization. For example, do employees want more feedback, what types of feedback do they think is lacking?

GET LEADERSHIP BUY-IN TO IMPLEMENT 360 FEEDBACK

360 feedback requires leadership buy-in, particularly because reports will always ask for their feedback. Management needs to understand how 360 feedback will benefit their teams as part of committing to a new process. Deciding on the purpose and benefit in the prior step will prove to be crucial.

DECIDE ON THE END GOAL FOR USING 360 FEEDBACK

If your 360 feedback process is assessment driven, make sure the questions are around employee competencies and performance on specific projects. If your 360 feedback process is coaching driven, incorporate core value alignment as part of questions you might ask to gauge what employees want to be doing (and what the company can do to help).

PLOT THE MAP OF COMMUNICATION

360 feedback is intended to involve more than an employee and their direct manager, but this could cause some confusion. Make it clear how far the feedback requests can be extended. Whether this is within departments or involving stakeholders of other departments that collaborate on projects together.

HELP EMPLOYEES UNDERSTAND HOW 360 FEEDBACK MAKES THEIR LIVES EASIER

Besides communicating what 360 feedback is and how it will run within teams, answering the question “Why are we using this?” is one of the most important questions to get right. Help them understand that 360 feedback is a way for them to continuously improve by reviewing their performance regularly (rather than just once a year).

HELP EMPLOYEES DEVELOP A NEW HABIT

Train your employees to select optimal individuals to ask for constructive feedback from. Whether these are employees from another department that they’ve collaborated with or a coach that’s observed other competencies an employee has exercised. Train your employees on how to receive and give feedback especially when it comes to more constructive feedback. It’s good to learn how to take constructive feedback and what to do with it.

FOLLOW-UP WITH ADDITIONAL FEEDBACK SURVEYS

Once the 360 feedback process has been successfully kicked off, follow-up surveys should be sent to the same group within a previously decided cadence. This could be bi-weekly or monthly depending on the department. In the following section, we have provided a recommended follow-up survey to test out.

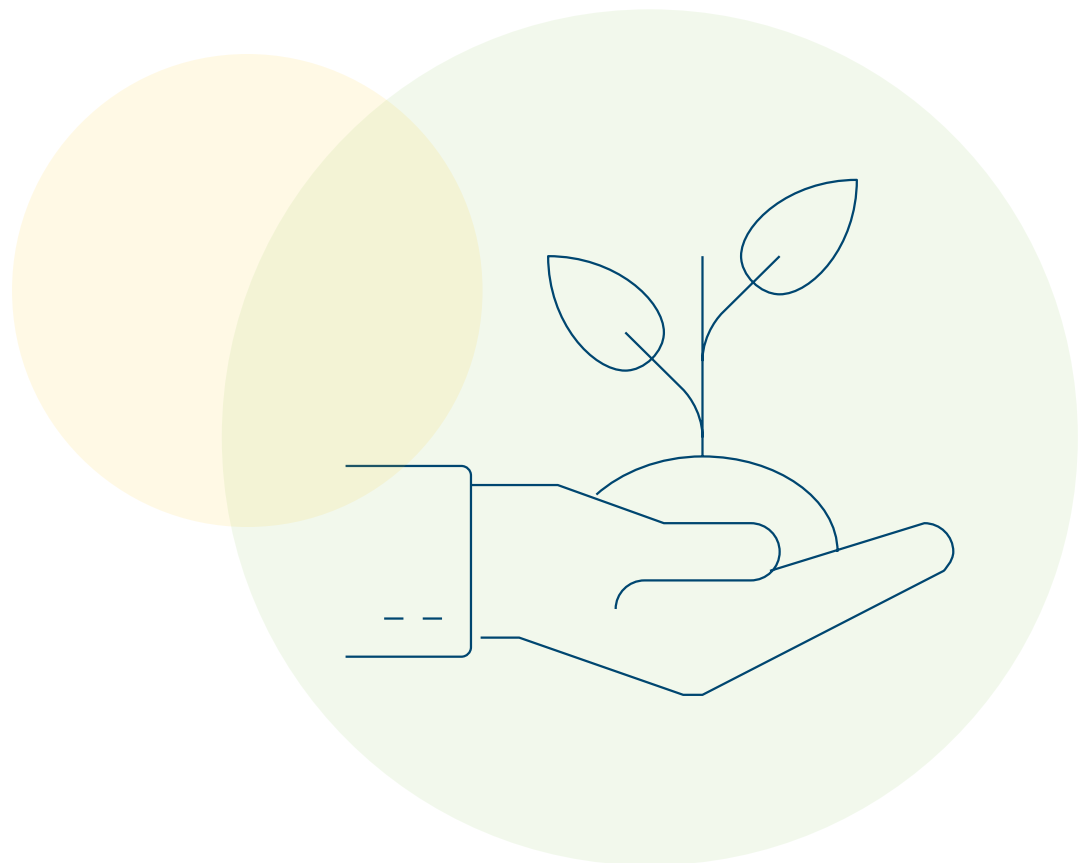
LEVERAGE FEEDBACK DATA FOR COACHING

Train managers on how to use the data in a coaching manner and not to just rely on assessment. Even if it’s for assessment, the whole experience can turn sour if no action plans are driven from it. The strengths and weaknesses identified through 360 feedback can be used to improve employee performance before it’s time for an annual performance review.

section 2

360 feedback

sample questions



SAMPLE QUESTIONS

360 feedback initial survey

1. What should I keep doing?

2. What should I stop doing?

3. What should I start doing?

4. Please provide any additional feedback (optional)

SAMPLE QUESTIONS

360 feedback follow-up surveys

1. Have you seen an overall improvement in my performance since the last time I asked you to complete this survey?

N/A Yes No

2. Which areas have I improved in and how?
-

3. In my [JOB COMPETENCY: Sales, Engineering, Marketing, etc.] process, what do I do well?
-

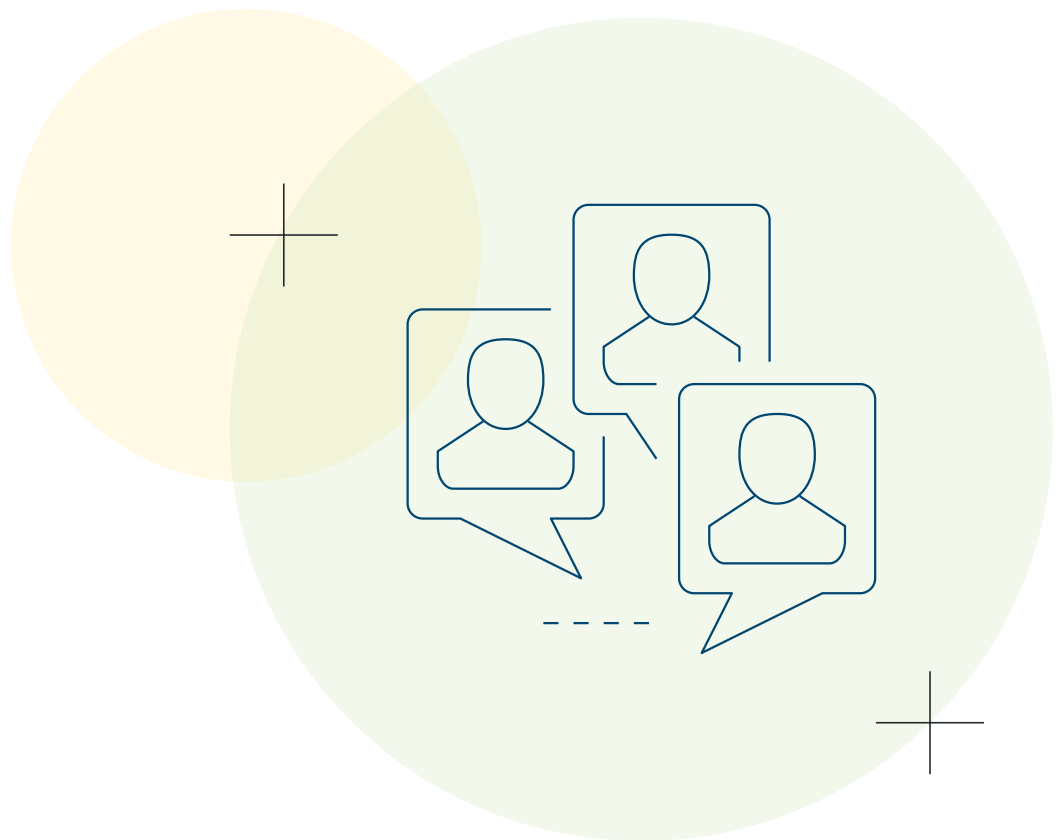
4. In my [JOB COMPETENCY: Sales, Engineering, Marketing, etc.] process, what area should I focus on improving next and do you have any suggestions on how?
-

5. One of my objectives this quarter is to [INSERT OBJECTIVE]. What have I been doing well to achieve this objective?
-

6. What could I do to improve to achieve this objective?
-

section 3

pros and cons of 360 feedback



PROS AND CONS

what does 360 feedback do well?

There are multiple benefits to using 360 feedback. In fact, the American Society for Training and Development once reviewed the feedback methods of over 750 companies to which they found 360 feedback to be one of the leading approaches for employee development and growth.

These companies usually used 360 feedback as part of their performance management processes. That means using 360 feedback will not require replacing or alternating any of your team's current performance review practices. It's simply a matter of appropriately integrating 360 feedback into current processes.

EMPLOYEE DEVELOPMENT

360 feedback helps individual employees improve their performance more regularly. This is a strong supplement to existing performance review processes as 360 feedback collects more employee performance data throughout a longer period of time. Formal performance reviews may be necessary, but they cannot be performed on a frequent basis. The fact that 360 feedback occurs monthly or even weekly will gather employee performance data that makes performance reviews more valuable.

IMPROVED QUALITY OF FEEDBACK

360 feedback is all about getting insights from more than one source. Because this method of feedback is so inclusive, peers, your direct reports, managers and any other company stakeholders you may work with can give you feedback that can substantially enhance your performance at work.

NO MORE MICROMANAGING, SAVING TIME

360 feedback can save time for managers that feel like giving regular feedback requires micromanaging. This type of feedback is very much employee driven and requested. Managers can implement the process and save time by not being the single source of feedback for the whole team. It's highly important to provide various perspectives on employee performance and it's even better when it saves time. Not to mention, alerts can be sent electronically, reminding employees to take advantage of 360 feedback regularly.

CAREER DEVELOPMENT

One of the best ways to boost employee morale is to recognize employee needs. And chances are career development is at the forefront of employee concerns. 360 feedback is a fantastic way to provide employees with information on what they need to do to progress their career. Since they are able to request feedback from different people and departments, the likelihood of mentorship and coaching can be highly useful for more career and personal development.

REDUCED SNAPSHOT JUDGMENTS

When feedback stems from more than one person and occurs more than once a year, there is a reduced risk of snapshot judgments of any single employee's performance. Because performance reviews require managers to assess the performance of multiple team members for such a long timeframe, it becomes difficult to make an inclusive assessment across the entire year. 360 feedback is a great complementing tool to use with performance assessments that will bring in the frequency that is necessary for performance improvement and collect data to make performance reviews more efficient.

section 4

what are common
360 feedback pitfalls?



COMMON PITFALLS

what are common 360 feedback pitfalls?

For any useful business strategy, there are disadvantages if it is not appropriately used or implemented. This can be avoided with the awareness of possible pitfalls. Here are some pitfalls to avoid when using 360 feedback to ensure success.

USING IT AS A PERFORMANCE REVIEW SYSTEM

360 feedback is not meant to replace existing performance review processes your company has in place. It's easier to view it as a development and growth strategy for your employees. It offers valuable data throughout the year that can be used to analyze performance when it comes time for assessments or reviews. It is most appropriate to use 360 feedback as a part of your performance management system for optimal success.

GENERIC FEEDBACK TEMPLATES

For a team to really leverage the benefits of the 360 feedback process, it's important to avoid the pitfall of using generic feedback templates. 360 feedback is meant to be a more personalized way for employees to learn more about how they can improve on what they've done and continuously working on. Those that are connected to give 360 feedback should be aware of what this employee's competencies are and more importantly, their long-term goals. Generic feedback templates may only do so much as to save time but not give the right feedback or collect the right performance data.

IT ISN'T A PART OF YOUR PERFORMANCE MANAGEMENT PROCESS

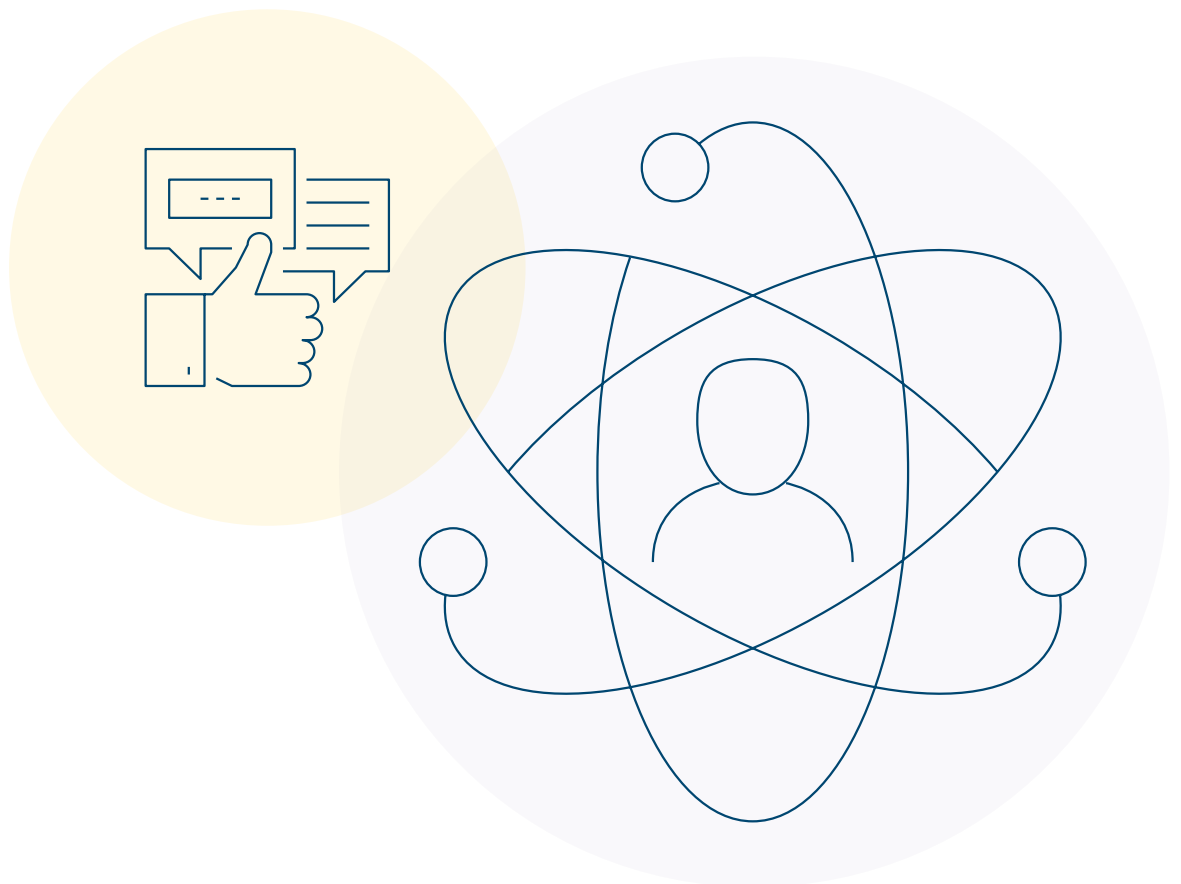
The use of 360 feedback can often come at the recommendation of a strategic leader in the organization. Just as any other change will require effective planning, the implementation of this feedback process also requires employee buy-in in order to make it a part of the entire performance management system. When it's not part of the performance management process, employees will find it difficult to see how 360 feedback adds value to their day-to-day work. Of course, as an employee driven process, when there's no buy-in, it defeats the purpose of using 360 feedback in the first place.

TOO MUCH FOCUS ON THE NEGATIVES OF THE PAST

While feedback should be constructive, this doesn't mean the focus should be on weaknesses. Focusing feedback on employee strengths and the direction they want to grow in can add more value to the overall accomplishments of the team.

section 5

alternatives to 360 feedback



ALTERNATIVES

alternatives to 360 feedback

While 360 feedback is often spearheaded by HR and managers for employees to use, alternatively, companies can choose to reverse the process and make it from bottom-up.

Company-wide feedback: Request for feedback from employees about the company and learn where they need the most support.

Team-level feedback: Request for feedback from teams about their direct managers and what they can do provide support where they need it most.

CHECKLIST FOR GOOD 360S

(E.G. GREAT 360S IN 2017 SHOULD BE ... A,B,C,D)

- Determine company-wide objectives for which 360 feedback will achieve.
- Set the scope and cadence for which 360 feedback will occur.
- Decide who will facilitate the 360 feedback exercise (i.e. direct managers to their employees)
- Plan how 360 feedback data will be collected. Are you a small company of 5 employees?
Use a Google Spreadsheet! How about a company of 100? Consider a 360 feedback software to automate the process and save time!
- Figure how to use employee feedback data most effectively.

ALTERNATIVES

how do we use data from 360 feedback?

LOOK FOR CONSISTENCY IN FEEDBACK RECEIVED

In 360 feedback data, HR and managers can take advantage of the multiple sources that it comes from to create a more holistic view of individual employee performance. Look for the competencies and weaknesses that are consistently mentioned for unbiased confirmation. Patterns in feedback data that show more than one peer or manager believes specific observations to be true can be valuable when it comes time for performance reviews. This will help managers identify ahead of time how to leverage strengths and maneuver employees in their teams.

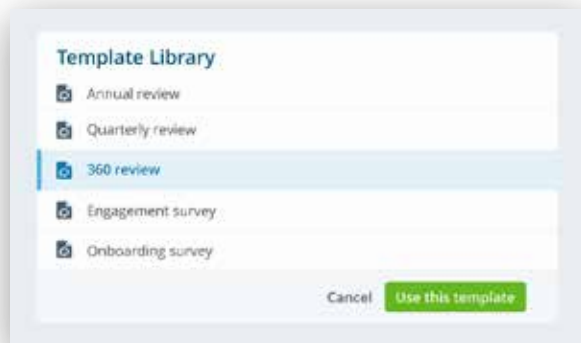
BE OPEN TO FEEDBACK YOU WEREN'T EXPECTING

It's easy for managers to focus on what you're already looking for, but keep in mind that a benefit of 360 feedback is compiling data from other stakeholders other than yourself that interacts with individual employees. If you only take into account the feedback that you feel match your observations of employee performance, it may not be as beneficial to employee growth. Keep an open mind to potential strengths and weaknesses you were previously unable to identify regarding various employees.

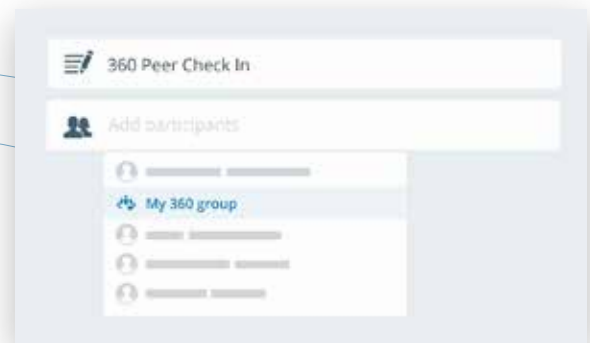
FOCUS ON YOUR OWN FEEDBACK AND AVOID COMPARING WITH PEERS

When it comes to performance review data, HR and managers alike want to know how employees rank and compare to their peers in the company. However, remember the purpose of 360 feedback is inherently for employee growth and not comparison. That means it's not meant to be used for comparison with anyone other than the individual themselves. The takeaway of 360 feedback results should be used as ongoing data to provide better guidance to improve employee performance.

1 SELECT TEMPLATE



2 SELECT RECIPIENTS



Gain valuable feedback
in 4 easy steps with 7Geese

3 GET FEEDBACK



4 REVIEW RESPONSES

