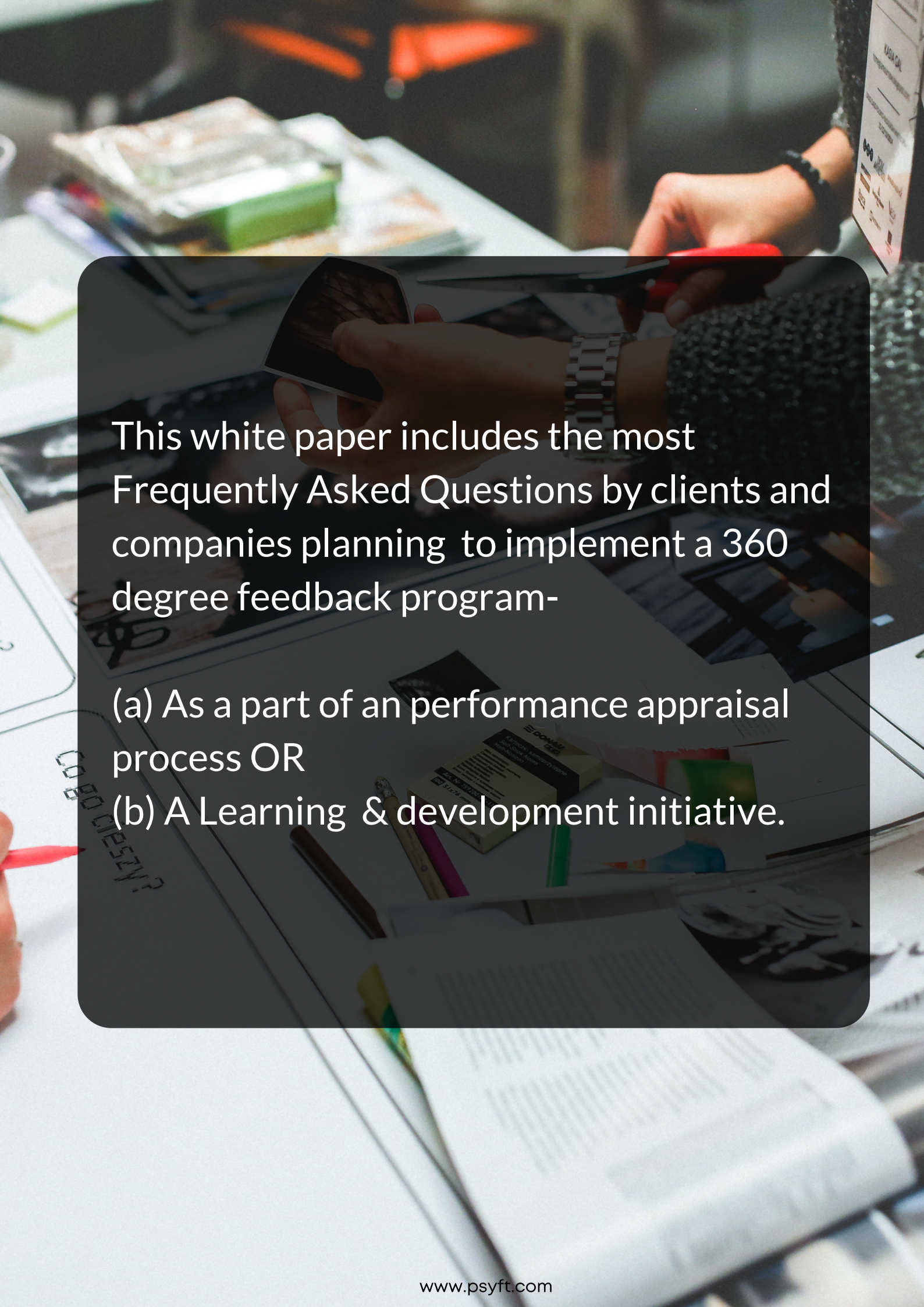




360 DEGREE FEEDBACK

A GUIDE



This white paper includes the most
Frequently Asked Questions by clients and
companies planning to implement a 360
degree feedback program-

(a) As a part of an performance appraisal
process OR

(b) A Learning & development initiative.

WHAT IS A 360 DEGREE FEEDBACK?

360 Degree Feedback is a multi-rater feedback method wherein responses are gathered from employees at different levels across the hierarchy (managers, co-workers, direct reports & external stakeholders).

360 degree feedback very effective program in order to gain a complete picture better understanding of performance & behavior by providing.

FREQUENTLY ASKED QUESTIONS

HOW TO NOMINATE RATERS FOR A 360 DEGREE FEEDBACK?

The following criteria should be considered while nominating raters for 360 degree feedback:

1. Choose raters (feedback givers) based on the working relationship they have with the subject (feedback recipient). It is important that the raters are people who know the subject well and have sufficient experience working together. A rater's feedback will be authentic & meaningful only when they have been in a position to observe the subject closely, over a period of time.
2. For a fair and honest feedback, we strongly recommend that a diverse cross-section of raters is selected. Raters who have had a range of experiences with the subject i.e. good and not so good, various projects. Such a selection will provide a more balanced and complete "picture" of strengths and developments areas for the subject.
3. For a true 360 degree feedback, raters from all categories must find representation: Self, Superiors/Managers, Peers/Colleagues, Direct Reports, External Stakeholders (customers, banking institutions, if any).
4. Though there is no thumb rule on the number of raters. Ideally, the number of raters selected should be enough to ensure a complete picture. We recommend 6 - 12 raters in all, covering all categories of an organisations' hierarchy.

WHAT ARE THE STEPS INVOLVED IN RUNNING A 360 DEGREE SURVEY?

The steps involved include -

Step 1 - Planning & Setup (Identify Participants , etc).

Step 2 - Gather Data & Design Survey.

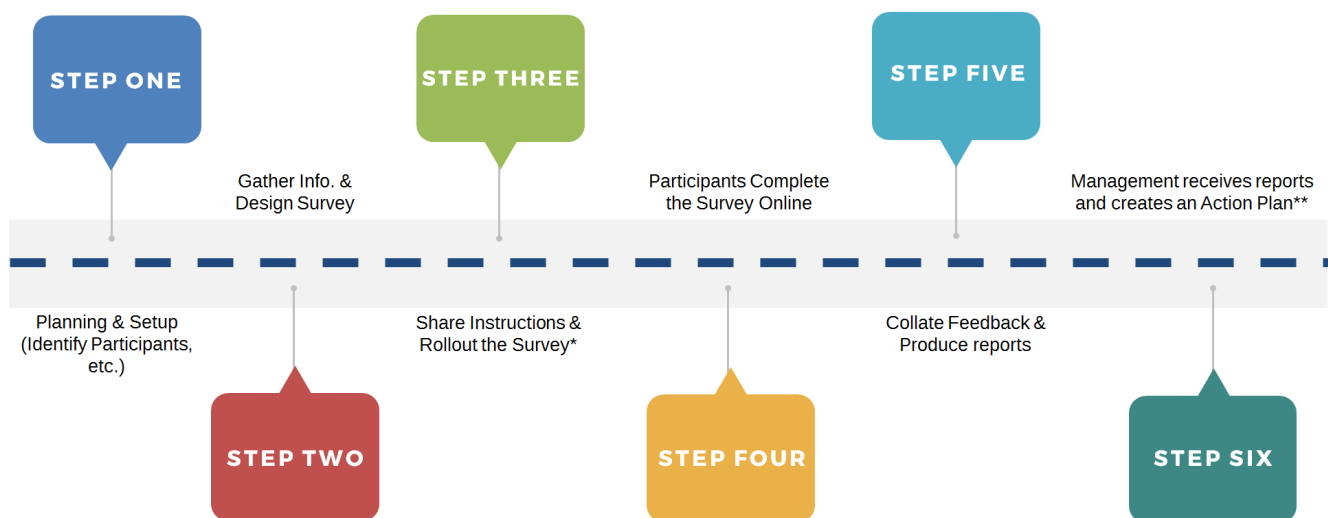
Step 3 - Briefing Session (optional). A briefing is generally held in order to sensitize employees about the survey - its purpose, process etc.

Step 4 - Share Instructions & Roll out the Survey.

Step 5 - Participants complete the survey online.

Step 6 - Collate Feedback & Produce reports.

Step 7 - Management receives & reviews reports to create a development plan for future.



HOW TO INTERPRET FEEDBACK?

A 360 degree feedback report is designed to help people enhance their workplace effectiveness and success by reviewing their on-the-job performance. It's important to have a constructive approach while reading report. It's not about the negatives only, it's also about strengths and achievements.

- Identify Strength Areas & areas of improvement - It's important for the subject to identify his/her hidden strengths which can leveraged upon and blind spots that need to be worked on.
- Analyse the gap between Self Assessment and Overall Assessment - A very crucial element is to compare look at the feedback in a self v/s others/overall manner. This helps to understand your perception about your performance vis- e-vis what other believe.
- Act on it - A set of feedback is only beneficial if we act on it. Subjects can explore - what areas of performance need improvement, and how can they improve, etc. while the management can look at creating an action plan for future employee growth.

[Download 360 Degree Feedback Sample Report](#)

HOW CAN SURVEY CONFIDENTIALITY BE MAINTAINED?

Maintaining confidentiality while running the 360 degree feedback survey is the most important part. In order to collect honest feedback, raters need to be provided with the much needed cloak of anonymity and confidentiality.

- **Conduct the survey through a third party:** Running a survey internally might not be the best practice, as employees tend to believe that their responses can be identified by the HR. Therefore, it is generally advisable to get the survey conducted by a third party, as it ensures greater confidentiality.
- **Ensure Sufficient Representation:** Try to have enough raters in each rater group to provide an aggregate score. This helps both in maintaining anonymity and getting a more comprehensive picture.

HOW TO CREATE SURVEY QUESTIONNAIRE?

A 360 degree feedback survey questionnaire should focus on those specific competencies and behaviors that are critical to an individual's job performance and success.

Such surveys generally include 30-35 questions mapped around 8 to 10 competencies. These are close ended questions and are generally based on a 5 point likert scale.

Its important that the managers identify competencies that are measurable and in turn trainable, for example – interpersonal relationships, productivity, problem-solving teamwork etc. Intangible questions may not prove useful as these will not be able to back any action plan or employee intervention.

Tapping in the un-trainable areas will be a waste of resources of the company and employees may find it difficult to handle being rated as poor on certain aspects with no knowledge on how to improve upon them. Ask things that you can your employees help improve on.

Another vital element is to include a couple of open-ended questions where raters can pen down certain specific opinions about subjects. These questions are generally centered around areas of strength and weaknesses.

WHO ALL RECEIVE THE REPORT?

There are two types of 360 degree feedback survey reports that can be received -

Individual Report - An individual report can be shared with the subjects, for the analyse report contains information collected from the individuals identified as raters. This report gives you an opportunity to gain insight into subject's performance on the different competencies included in the survey.

Group Report - A group can be shared at an organisational level. This report is very useful while reviewing performance of managers. A 360 Degree Feedback Group report is prepared by aggregating feedback inputs received from all the chosen respondents for all the selected subjects within the organization. This report will provide actionable insights to focus and structure the learning and development agenda at an Organizational level.

WHAT IS THE TIMELINE LIKE?

Running a 360 degree feedback survey can take a couple of weeks starting with the running the survey, followed by generating reports. This allows plenty of time for employees to complete the survey without feeling rushed, especially in cases where raters are giving feedback for multiple subjects to avoid rater fatigue.

If a significant number of raters fail to complete it in this period, you can always choose to extend the survey deadline. As every organization is unique, we usually leave this decision with them – you are free to choose a longer or shorter survey period.

As for completing the survey questionnaire, it should typically not take more than 15 minutes to complete one survey form.

HOW OFTEN SHOULD A 360 DEGREE FEEDBACK SURVEY BE RUN?

We recommend that there should be a gap of around 6 to 9 months before rolling out the next round of the survey. This allows people to work through their development and action plans to create change. It's also important to periodically evaluate a the goal setting and development plan progress of subjects, either themselves or by the organisation.

Some organizations also follow up a 360 degree feedback with a Manager Effectiveness Survey, focusing on certain specific competencies for a few key people at managerial positions.

future group
Udna hai. Aaj. Abhi.

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mocha the tasting room SOCIAL

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Corporation

एनएचपीसी
NHPC

TRANSSION
HOLDINGS

نماء
nama



KRIBHCO

latentview
Actionable Insights • Accurate Decisions

GENERICO
MEDICINES AT TRUE PRICE

ieema
your link to electricity



POCKET
ACES

NEC

KALPA-TARU

SADAFCO
سدافكو

DANONE
الصافي
ALSAFI

Qubole

MARPOSS

PTC India

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Sekisui DLJM Molding Pvt. Ltd.
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Tredence
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Get In Touch

India

+91 8822353535

+91 8506087008

United States

+1 219 852 9712

Email

contact@psyft.com