

The background of the slide features a soft-focus image of several hands of different skin tones clasped together, with one hand resting on an open book. The overall color palette is warm, with shades of pink, orange, and yellow.

360 Degree

or

Multi-Source Feedback

in

Performance Management

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**It is about
success.**

360 Degree Feedback: *What is and isn't it?*



- **Combining meaningful observations from others in the form of feedback.**
- **It is multi-directional.**
- **It is also self assessment.**

**It is not an
evaluation**

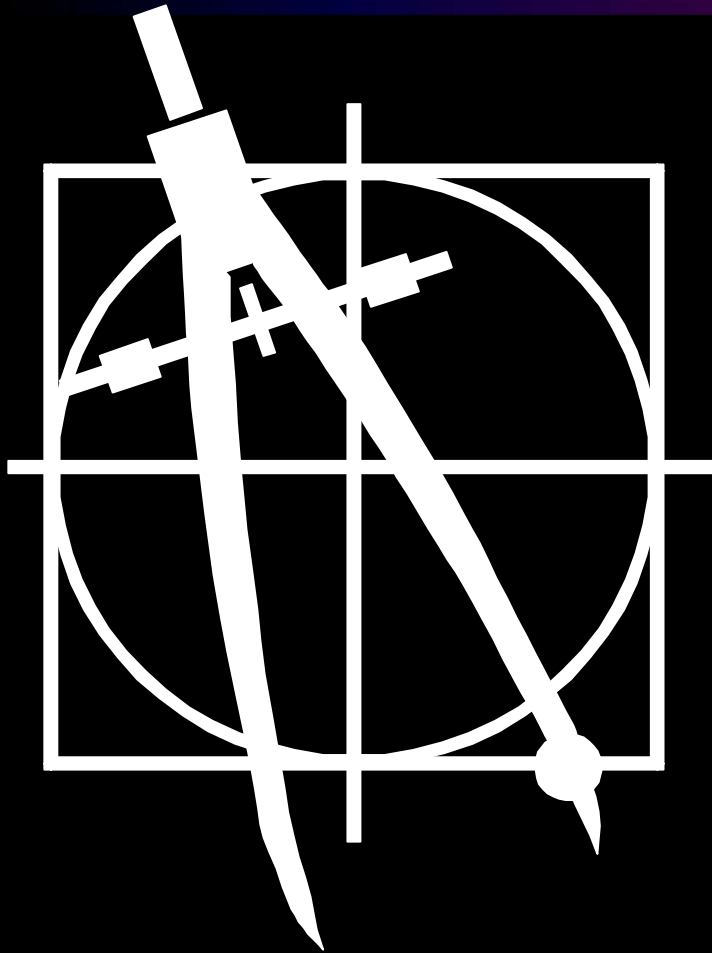
So, why do it?



Because without feedback:

- **How would we know if we need to change?**
- **How do we know if our team is truly effective?**
- **It is difficult to assess the quality of leadership.**

How its being used



- **Leadership development programs.**
- **Voluntary feedback**
- **Team assessments**
- **And occasionally as part of the performance management process.**

Four Kinds of Feedback



- **Known areas of strength.**
- **New areas of strength.**
- **Known areas for development.**
- **New areas for development.**

Benefits

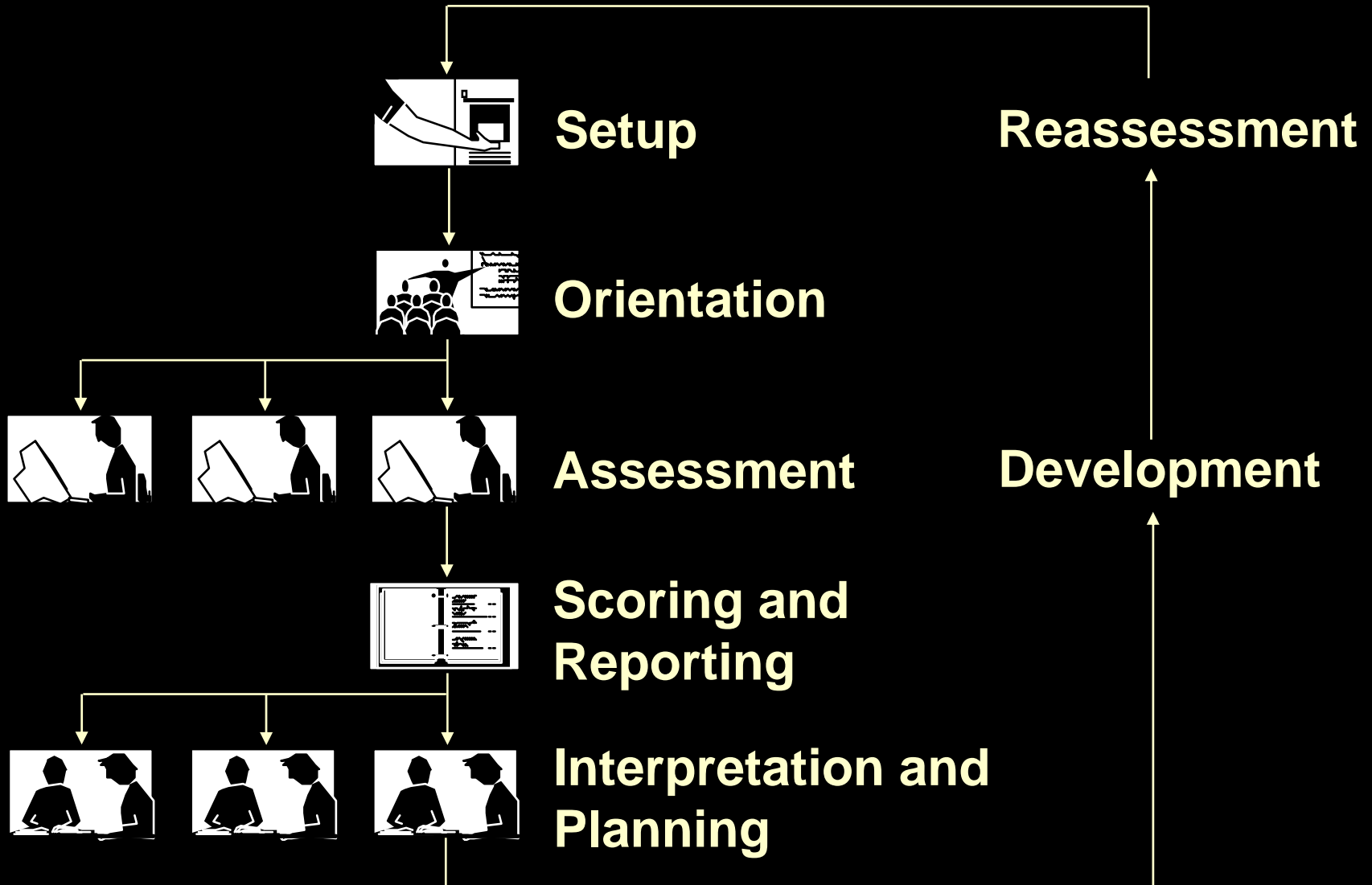
- **Provides well rounded feedback. It is not just feedback from the supervisor.**
- **Reduces opportunity for the halo or horn affect.**
- **Helps team members work more effectively together.**
- **A great way to understand organizational needs.**
- **Helps identify developmental needs.**



Pitfalls

- **When used in lieu of performance management,**
- **When “laid” on supervisors**
- **When requested of skeptical employees,**
- **When not connected to organizational or leadership strategy,**
- **When respondents do not know how to provide constructive feedback,**
- **When there is insufficient information,**
- **When the focus is on the negative,**
- **When there is workplace overload,**
- **When implemented as fad of the day,**

A typical feedback process



A typical feedback process



- ✓ **Orientation**
- ✓ **Identification of salient issues to include**
- ✓ **Selecting a rating scale**
- ✓ **Selecting open ended questions**
- ✓ **Identifying respondents**
- ✓ **Drafting the cover memo**
- ✓ **Administering the survey**
- ✓ **Collecting and collating the data**
- ✓ **Interpreting the results.**

Example of a Report

Issue Statement

1 2 3 4 5
18. Serves as a positive role model of effective leadership.

(Attitude)

40 17 21 28 12

Sat.

Imp.

Diff.

Avg: 2.62

4.39

-1.77

SELF: 5.00

5.00

0.00

DIRPTS: 2.25

4.25

-2.00

SUPS.: 2.88

4.39

-1.50

STAFF: 2.45

4.36

-1.91

PEERS: 1.75

4.50

-2.75

OTHER: 3.17

5.00

-1.83

SUPERI: 3.00

4.00

-1.00

Distribution of Responses

Average Ratings by Respondent Category >>


Narrative Feedback


“Engages in effective conflict resolution (in and outside of the office).”

What you WANT:

Behavior to continue or change.

 - **Seems to avoid conflict** hoping it will go away, it may seem to go away but it is there still.

 - **Makes sure that all staff work out conflicts in a positive way** and he is very understanding and patient when resolving conflicts. Listens to all sides and is objective.

 - I have noticed that he does not always want to confront a conflict with others or "act" as a mediator when an issue comes up in the office. **Often avoids the conflict.**

 - **One of his strengths.**

Action Planning



- **What have you learned from this feedback?** (What does it mean to you?)
- **Given this feedback, what is your goal?** (What do you want to accomplish or achieve?)
- **What is your action plan, based on this feedback?** (What things will you now do?)

Building Support for 360 Feedback



- ✓ **Have a strategy in place.**
- ✓ **Focus on professional development / success.**
- ✓ **Avoid use in evaluation processes.**
- ✓ **Have a “coach” available to work with the individual.**
- ✓ **Educate respondents.**

Lessons Learned



- **Data -- it is a powerful tool.**
- **Approach -- depends on the position, individual and survey results.**
- **Issue Statements -- one shoe does not fit all.**
- **Success -- depends on the individual's or organization's interest, desire, and willingness to do something.**
- **It has made a big difference when working with leadership.**
- **Confidentiality is a must.**

Summary

- **If implemented with care and training, 360 degree feedback can be a powerful tool in performance management.**
- **It can greatly aid in promoting individual and organizational growth.**
- **If done haphazardly, this form of feedback can be a disaster, taking years to recover.**



Questions ???????

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