

## Is your organisation ready for 360 Degree Feedback?

360 Degree Feedback is a critical tool for communicating, accelerating and measuring change in the behaviours of organisations and the people who work in them.

For a 360 Degree Feedback exercise or process to be effective, there are a number of critical elements that must be in place – these are listed below.

If your organisation is ready for 360 Degree Feedback, you should be able to tick YES to most if not all of the critical success elements, or ensure that you have included all the elements into your 360 Degree Feedback design and implementation plan.

|                         |   | YES | NO |
|-------------------------|---|-----|----|
| <b>Feedback culture</b> | <ol style="list-style-type: none"> <li>1. Has there been some formal feedback activity in the organisation for at least a year?</li> <li>2. Has the formal feedback activity been visibly followed up or communicated on?</li> <li>3. Has the formal feedback activity run for at least one cycle (e.g. a full appraisal cycle)?</li> </ol>   |     |    |
| <b>Objectives</b>       | <ol style="list-style-type: none"> <li>4. Are the skills and behaviours that the 360 measures linked to the goals of the business?</li> <li>5. Is there a clear definition of what the resulting skills/behaviour changes will look like?</li> <li>6. Is the 360 Degree Feedback going to support a strategic activity such as leadership or management development, team productivity, customer service or identifying and developing talent?</li> <li>7. Is the target group for first 360 Degree Feedback exercise clearly defined?</li> </ol> |     |    |
| <b>Sponsorship</b>      | <ol style="list-style-type: none"> <li>8. Do senior management/Board of Directors fully understand and support 360 Degree Feedback?</li> <li>9. Have senior management/Board of Directors actively obtained their own 360 Degree Feedback, and have they been open about what they have learned and what they are going to change?</li> </ol>   |     |    |

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|                                | 10. Have you ensured that there are individual 'champions' in each area or group who will actively encourage participation in the 360 Degree Feedback?   |  |  |
| <b>Pilot</b>                   | <p>11. Have you piloted the 360 Degree Feedback with a sample group from the target group and from the pool of reviewers (people who will be providing the feedback)?</p> <p>12. Have you obtained feedback on:</p> <ul style="list-style-type: none"> <li>- The content of the 360</li> <li>- The process and support</li> <li>- The output and actions following on from the 360</li> </ul> <p>13. Have you incorporated the key changes from the pilot into the 360 Degree Feedback?</p>  |  |  |
| <b>Communication: contents</b> | <p>14. Is there a clearly set out communication pack explaining:</p> <ul style="list-style-type: none"> <li>-What 360 Degree Feedback is</li> <li>-How it works</li> <li>-What the results mean</li> <li>-What it will be used for (training and development, appraisal, performance review, promotion, salary review?)</li> <li>-What happens after the 360 Degree Feedback</li> <li>- Who sees the output</li> <li>- Who owns the data</li> <li>- Confidentiality and security</li> <li>- How 360 will fit in with other processes (goal-setting, appraisal, training, development, leadership, management etc)</li> </ul> |  |  |
| <b>Communication: channels</b> | <p>15. Have you planned communication by</p> <ul style="list-style-type: none"> <li>- e-mails</li> <li>-team briefing packs</li> <li>-champion/expert networks</li> <li>-intranet/Learning Management System updates</li> <li>-Also newsletters and regular communication channels?</li> </ul>   |  |  |
| <b>Line manager briefings</b>  | 16. Have you arranged briefings for line managers to provide them with the information they will need and an opportunity for them to understand the 360 Degree Feedback and their role in the process?   |  |  |

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|                                | <p>17. Are you providing help and advice for line managers so that they can provide coaching and support to their people on their 360 Degree Feedback if they are asked (or required) to do so?</p>   |  |  |
| <b>Staff briefings</b>         | <p>18. Is there clear information for all staff on what the 360 Degree Feedback is all about?</p> <p>19. As well as the Communication contents listed above, do they understand the basics of giving constructive and meaningful feedback through the 360 model?</p> <p>20. Is everyone clear about confidentiality, attribution of feedback scores and comments, and what happens to the data they provide?</p>  |  |  |
| <b>Follow up and alignment</b> | <p>21. Is there a clear plan within the organisation to follow up the 360 Degree Feedback with goal-setting/review, training, coaching or other activities?</p> <p>22. Does the plan include regular communication to the organisation about the results from the feedback, the learning and skills that people are concentrating on, and the benefits to them and to the organisation?</p> <p>23. Is the 360 Degree Feedback clearly aligned with any competency frameworks, job families and descriptions, or other performance indicators, recruitment frameworks, talent or promotion criteria?</p> |  |  |