



# 360 Accelerator

## 7 Steps To Successful 360-Degree Feedback Implementations

### 1 Readiness

If you're embarking on 360 for the first time, there's quite a lot to think about. You need to be sure your organisation is ready for it. You first of all need to be clear about your 360 **purpose** – if you're entering into the process as some kind of performance assessment, you will need to act very carefully. On the other hand, if your purpose is purely focused on the **development** of your leaders and/or managers, you are much more likely to have a successful outcome.

You also need to think about **capability**, **commitment** (especially from the senior team), **culture** and **capacity** to ensure a meaningful and lasting positive result. We've even advised against 360 in some circumstances.

### 2 Questionnaire

You've got to be measuring the right thing, and this comes right back to your purpose. And the questionnaire needs to be well written so that it's **reliable** and has **validity**.

The best questionnaires in our experience are the ones that are created personally for you – for what you are specifically trying to measure. You'll get much better buy-in and more meaningful results. Remember, 360 is NOT a psychometric tool, so the rigor of questionnaire design isn't so crucial. The questions just need to be **unambiguous** and **easy to answer**.

Alternatively, most 360 providers (ourselves included) have off-the-shelf questionnaires which may be good enough.

### 3 Briefing

All too often we see this step skipped and the 360 platform invitation emails used as the briefing mechanism. Not good practice. We have found much better 360 results from running **virtual awareness briefings** with just the participants – the people who will be getting the 360 reports.

We coach them how to have a 3-5 min verbal **invitation conversation** with each of the people they want feedback from. This achieves much higher rates of engagement and better quality comments with surprisingly little cost in terms of time and money.

### 4 Rating

This refers to the process of questionnaire completion. We encourage you to compare different providers' **questionnaire interfaces** and choose the one that best suits your needs. Be sure to check out how the questionnaire screens display on a hand-held mobile device, which is how a lot of people are preferring to work these days. Most platforms will work on a smart phone for instance, but they are not **optimised for mobile** like click-360.

Another thing to think about...if there's the possibility that some raters will be asked to complete more than one feedback questionnaire, then our **simultaneous rating** feature saves time while improving accuracy.

### 5 Report

Again, if you're relatively new to 360, we encourage you to check out the way that different providers report the outcomes of the 360 data. Our latest **digital report** is optimised for mobile devices and integrated with an **interactive workbook + action planner + learning suggestions**. It is designed to be a dynamic instrument, carried on your smart phone or tablet and instantly accessible.

Most providers will show you a sample report on request, and like us their websites will doubtless contain multiple images and videos of what their reports look like.

### 6 Feedback

To get the best out of a 360 implementation, we recommend providing a **professional coach** to help the participant get depth and clarity from their report. Most 360 providers have access to qualified accredited coaches for this purpose. Alternatively, we can train your own people (e.g. line managers) how to have coaching conversations with their staff.

We also recommend at least a **two-stage coaching approach**, where the first session is purely a 360 debrief, where the key headlines are explored – strengths and areas for development – and then the second session takes place a few weeks later, once the participants have had a chance to check out those headlines with a selection of their raters. The focus of the second session is on building a **robust development plan** and in particular how that plan will be resourced and implemented.

No budget for coaching, or training line managers? Our digital report acts like a **virtual coach**...guiding the participant along a sequential pathway that culminates in their development plan.

### 7 Insights

This really comes back to the reporting aspect. Earlier on we referred to our individual reports, but most 360 providers will be able to provide **organisational insights**...in other words aggregated data that can help you with project resourcing, succession planning, and general talent management.

How you see yourself is all very well, but  
it is how others see you that will  
determine the results you get