

The Nine Misgivings You Should Clarify About 360 Degree Feedback Systems

*What is memorable about **360 degree feedback systems** right now?*

A 360 degree feedback project without stakeholder commitment can be hard work and lacklustre in results. Your time is too precious to be wasting it doing that. Supervisors often think they give performance feedback and coaching, yet they may present the feedback in such a manner that the direct reports cannot identify it. An employee may say she has not had a performance review in six years, yet her supervisor will attest to conducting performance reviews on an ongoing basis. Obviously, the communication is inadequate. The recipient of the 360 data needs to want something for themselves or for something they are committed to. It may be a promotion or a pay rise, it may be a new career path, or it may be as simple as a less stressful experience at work or an improved relationship with the boss. There is always something somewhere they want – even if it is that you go away. Decide in advance who gets access to 360-degree feedback results. If you are conducting a review for the first time, it is reasonable to provide access results only to administrators and managers of the reviewees once after the review is completed. Then managers publish results to reviewees before or during a special meeting for discussing the review. To add significant value to organizations to create competitive advantage, 360-degree feedback systems need to be effectively implemented. Effective implementation involves many factors, including clarity of purpose, involvement and ownership of significant stakeholders, an organizational climate of open communication and trust, and a consistent application of integrated HR systems. Team members, similar to colleagues and direct reports, typically provide excellent feedback. In a sense, team members are colleagues, and when they have sufficient contact with the employee, they provide thoughtful and accurate information.



360-degree feedback system is not the end product; once you start the process it is important to see the consequences of the process. Specific goals and opportunities are outlined in the development program; it does make sense to check the progress. The re-evaluation of the participant will enable the organization to see the changes and the area in which the employees are actually improved. Ensure your employees understand that the 360 degree feedback they provide to their coworkers is anonymous so that you can receive honest responses. By showcasing your review process's effectiveness and accuracy, employees will be more willing to

embrace feedback. A key element in a development program that enhances the use of 360-degree feedback is a sense of safety-not only for the participant but also for the respondents to the instruments. A 360 assessment also helps managers provide their virtual staff with constructive criticism on an ongoing basis, which can help avoid major problems down the road. This is similar to what happens when you implement a constructive feedback tool. Evaluating [360 feedback software](#) can uncover issues that may be affecting employee performance.

An Opportunity To Reward And Recognize Quality

A 360 degree feedback program increases Accountability: The enemy of accountability is ambiguity. It is hard to tell someone to “be a better leader” without providing specific advice. 360 Feedback clarifies behaviors and provides specific feedback that goes well beyond “nice job” or “try a little harder.” During a 360 degree feedback session, describe the objectives of the feedback and explain how it fits into the other related processes. Clarify the purpose of the session itself, explain who sees their data and what the plans are for follow-up. Deal with their responses and reactions to this information. Cronyism, leniency, and self-serving and other biases can be traced to the lack of accountability inherent in supervisor-only appraisals. When 360 degree feedback is used as a supplement to supervisory review, many of the disadvantages of traditional systems can be overcome. The first step in developing a 360 degree feedback fit for purpose is to get clear on the obvious, ie what is your purpose? A useful approach is to get clear on your primary objective, the critical thing you want the 360 to achieve. As a 360 degree feedback project can give you a lot of things, you may of course have a “nice to have” list too which is fine. As a general theme, the key thing to avoid when evaluating 360 data is overinterpretation. Let’s imagine that you felt perfectly OK and you had your blood pressure taken in a routine check-up. If it reads high then your GP could start you on the appropriate medication. However, it could have been a false reading, it may not have been “that high”, or there may have been a specific reason why your blood pressure was up at that time and there may not be an underlying condition at all – the instrument may be unreliable... The potential consequences of over-prescribing medication might however be fatal. Making sense of [360 degree feedback system](#) eventually allows for personal and organisational performance development.

360-degree feedback can let managers and employees hear from the people who work with them on a daily basis. You can even include Video Feedback into your online 360 review if the 360 degree software that you're using supports it. If 360-degree feedback is to be used for appraisal, it should be done at the end of a careful series of interventions designed to build trust in the organization, not as a punitive mandate. Individuals need to see that they will not be punished for giving honest ratings, and they need to see that individuals who receive low scores will have time to correct them. They also need to see a payoff for high scores. A stated policy that 360 degree feedback is "decoupled" or "delinked" can diminish the impact of 360 degree feedback on performance appraisals. However, if it becomes common for employees to share their scores with their supervisor, the process

changes very quickly from development-only to development and performance. In this case, any employee who chooses not to disclose results may be suspected of having poor behavior feedback scores. 360 degree feedback data shows up at the intersection of one person and another's view of that person - in the space between them. The data represents an assessment from a person's perspective and then this data is aggregated to form the broader picture. Not everyone will be with you on your journey so be prepared for the naysayers and the passive resistance. It may be within your own team and it may be in parts of your organisation. Use them as the source of critique, relish their resistance. If you are asking for their reluctant participation then approach it acknowledging their reluctance and ask them under what conditions they would be willing to do X or Y. Face the resistance but do not give up. Nonetheless, a keen understanding of [360 appraisal](#) can be seen to be a multifaceted challenge in any workplace.

Supporting Growth And Development

By integrating multi-rater assessments like 360-degree feedback into their talent management plan, organizations can identify what's most important for their strategic goals. The correct implementation of multi-rater assessments helps improve an organization's financial performance, strengthen its existing talent, and enhance its leadership pipeline for the future. Today's organizations generally do not provide structured career paths with promises of job security and advancement. Rather, individuals need to be responsible for their continued ability to add value to the organization. The organization enables this by providing a variety of resources, which often include access to training to improve current job performance and prepare for tomorrow; 360-degree feedback may be part of this development process. 360-degree feedback provides a rounded and clear view of employee performance. While organizations continue to adjust to remote work and the lack of visibility managers encounter with virtual work, leaders should determine whether their structure accommodates peer-reviewing. The 360-degree feedback process is among the most practical of solutions that can help you get the best from your team and help them grow. It allows in inputs and perspectives that manager appraisals alone may not be able to provide. People need space, time and privacy to fully take in fresh personal data and they need follow-on structures to support them moving forward. Get some great data in the right conditions though, and you can impact people significantly and easily. This is what is possible for you with 360 degree feedback, so let us look at this type of data in more detail. People need to feel in control of their destiny - that is why a clear understanding of [what is 360 degree feedback](#) is important to any forward thinking organisation.

Questions around 360 feedback include: Why do you want to implement 360-degree feedback? How are you going to use that data? How will you document the data? While organizations may have similar reasons for wanting to implement 360-degree feedback, understanding how it fits into your performance management process is a critical first step to help get leadership buy-in and employee adoption. Peers, reports and customers are all exposed to a person in different ways. Feedback is no longer one dimensional. This multi-dimensional approach often provides great

insights into how different groups see a person. For example leaders really need to understand how their reports see them, just as much as they need to understand how their own boss sees them. Intelligent systems, which provide knowledge to users on demand or even automatically, will revolutionize human resources decision making. Intelligent systems represent expert knowledge in a manner that serves users. 360 degree feedback will contribute substantially to intelligent systems by serving as both a tool to collect information and a means of applying it. Intelligence will be integrated into 360 degree feedback systems in order to make them faster, easier, and better. Just as individuals need to understand how they are perceived by others, collectives need outside perspectives on themselves as groups. As 360-degree feedback to individuals can promote greater understanding of their strengths and weaknesses, multiple-source feedback about the group as a whole can help group members better understand themselves as a group and the impact they have on their constituencies. We view this application to be potentially valuable on two levels: (1) groups within organizations receive feedback from raters outside the group, and (2) the organization itself receives feedback from multiple perspectives groups both within and outside the organizational boundaries. In 360 degree feedback, research has shown that most people have a tendency to rate peers who are similar to themselves higher than peers who are dissimilar. Another finding is that high performers seem to be more discriminating than low performers toward peers. Additionally, peers may be reluctant to evaluate each other because such ratings may disturb a positive group climate. Peers often compete for promotions and may feel that they are evaluated against one another. The perceived competition among members of a peer group may affect their ratings of one another. Analysis and decision making become easier when an understanding of [360 degree feedback](#) is woven into the organisational fabric.

Performance Feedback And Applications

Something to bear in mind when you're the subject in a 360 degree appraisal is that nobody is judging you, they're simply offering their views based on what they've observed. The extent to which 360-degree feedback information is accepted and internalized by the recipient is crucial for individual development. Consider the hypothetical situation of a manager whose effectiveness has been assessed by her co-workers with great precision; all of the manager's strengths and weaknesses have been identified. Before development can take place, this information has to be clearly presented to the manager. 360 degree feedback is a fine-tuned diagnostic instrument and if every little glitch is considered a problem then you can end up with a significant amount of over-diagnosis. This phenomenon has been observed in the world of medicine with the advent of new technology such as the MRI and ultrasound that can identify abnormalities that would otherwise have gone unnoticed. You might think this is good - surely you want to see all the abnormalities - but it is not so simple. You can get more facts on the topic of 360 degree feedback systems in this [Wikipedia](#) article.

Related Articles:

[Additional Information With Regard To 360 assessment technologies](#)

[Extra Insight On 360 degree appraisal initiatives](#)

[Further Findings With Regard To 360 degree review performance dimensions](#)

[Background Findings With Regard To 360 degree assessment performance dimensions](#)

[Supplementary Insight On 360-Degree review initiatives](#)

[Additional Information About 360 feedback applications](#)

[Further Findings About 360 degree review processes](#)