

Is your organisation ready for 360 Degree Feedback?

Key things you must have in place before using 360 Degree Feedback in your organisation

What's this about?

360 Degree Feedback is a powerful tool used by many organisations to define and monitor key skills and capabilities, and to measure changing behaviours as a result of development and talent programmes. But beware – without adequate preparation and communication, a 360 Degree Feedback programme can run into problems.

Why it's important to you

Your organisation will be investing time, effort and costs into its 360 Degree Feedback. It's important that you can clearly show its relationship to the business, engage everyone with it in a positive way, and demonstrate its effectiveness and relevance on an ongoing basis. The checklist below will help you to do just that.

Summary of information you'll find in this document

We have listed below a number of questions that you need to ask yourself before you get started with your 360 Degree Feedback. Ideally, the answer should be 'yes' to every question. But don't worry if the answer is 'no' to some of the questions – these will point the way to actions you can take in order to set up your 360 for success.

Areas covered include:

- Is there a feedback culture in your organisation?
- What are the objectives of the 360?
- Have you got the right high level sponsorship?
- Have you run a pilot?
- Is your communication content right?
- Are you communicating to the right people in the right way?
- Have you planning line manager briefings?
- What about employee/target group briefings?
- Have you planned any follow up activities to embed and support the 360?

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		YES	NO
Feedback culture	<p>1. Has there been some formal feedback activity in the organisation for at least a year?</p> <p>2. Has the formal feedback activity been visibly followed up or communicated on?</p> <p>3. Has the formal feedback activity run for at least one cycle (e.g. a full appraisal cycle)?</p>		
Objectives	<p>4. Are the skills and behaviours that the 360 measures linked to the goals of the business?</p> <p>5. Is there a clear definition of what the resulting skills/behaviour changes will look like?</p> <p>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?</p> <p>7. Is the target group for first 360 Degree Feedback exercise clearly defined?</p>		
Sponsorship	<p>8. Do senior management/Board of Directors fully understand and support 360 Degree Feedback?</p> <p>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?</p> <p>10. Have you ensured that there are individual 'champions' in each area or group who will actively encourage participation in the 360 Degree Feedback?</p>		
Pilot	<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"> - The content of the 360 - The process and support - The output and actions following on from the 360 		

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	13. Have you incorporated the key changes from the pilot into the 360 Degree Feedback?		
Communication: contents	<p>14. Is there a clearly set out communication pack explaining:</p> <ul style="list-style-type: none"> -What 360 Degree Feedback is -How it works -What the results mean -What it will be used for (training and development, appraisal, performance review, promotion, salary review?) -What happens after the 360 Degree Feedback - Who sees the output - Who owns the data - Confidentiality and security - How 360 will fits in with other processes (goal-setting, appraisal, training, development, leadership, management etc) 		
Communication: channels	<p>15. Have you planned communication by</p> <ul style="list-style-type: none"> - e-mails -team briefing packs -champion/expert networks -intranet/Learning Management System updates -Also newsletters and regular communication channels? 		
Line manager briefings	<p>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?</p> <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>		
Staff briefings	<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,</p>		

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	attribution of feedback scores and comments, and what happens to the data they provide?		
Follow up and alignment	<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>		

For more information, go to www.tracksurveys.co.uk where you can download:

- *360 Degree Feedback Best Practice*
- *360 Degree Feedback Basics*
- *10 Steps to Designing Customised 360 Degree Feedback*

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