# IMPLEMENTING A 360 DEGREE FEEDBACK PROCESS

# PLANNING QUESTIONS & ANSWERS

A 360 degree feedback process can really add value to your people and your organisation. Based on Orange Pip's experience of 360 feedback we have got some questions for you to make sure you get the greatest value from this tool. By thinking about your answers to these questions you will be able to achieve create a great process.

Essentially 360 is a great way for people to get a picture of their competence, and to plan ways to be more effective. It gives people who work with you the opportunity to give you feedback against a set of competencies, and will give you a complete picture of how people experience you at work.

Question 1. Why do you want to use 360 degree feedback?

   360 degree feedback can be used for many reasons.

   Here are a few.
   - To be a development planning tool for people, The 360 report will be used to help form a development for people, so they
   - For selection or job moves within your organisation
   - For performance management, to be part of your appraisal and reward process

Question 2. What support will you offer people?

   360 feedback is successful when people understand why the report is being done, how the data will be used and understand some guidelines for giving the feedback.

   Just introducing the tool on a group will not work, people do need to understand much more about the tool.

   We recommend briefing all people who will complete the questionnaire on:
   - The purpose of 360
   - How it will be used
   - What the report looks like
   - How to assess a person
   - The timings involved.

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Question 3. Will the process be voluntary or mandated for people?

There are advantages to either approach. Which way you go will depend on your reasons for using 360.

The mandated approach may need to be introduced with care, depending on the culture of your organisation.

Question 4. Will the report be confidential?

This links back to how the report will be used.
- Will the report be seen by anyone else?
- Will people be expected to share their report with anyone else?

Question 5. Who will own the data?

- Will the report be held by each individual?
- Will line managers get a copy of the report?
- Will HR hold reports on a central file?
- Will a summary report be produced by area, level or function in your organisation?

Question 6. Will the process be repeated for people so all changes can be seen?

The value of 360 happens when people see how they have changed since working on their action plan.

360 can be repeated after 6 – 8 months, which will give a person enough time to action their development agenda.

Question 7. What will be the role of the line manager?

Your line manager can play a vital role in coaching you, in supporting you in your development and giving you feedback on your performance.

Line managers may need to be skilled in how to hold a 360 performance planning meeting, in how to coach and give on going feedback.

Question 8. What will be the role of HR?

HR can support you in providing coaching and development support to assist you in achieving your development agenda.

They may also hold the development and learning budget, so you may need their support.


Question 9. How will decide which areas of competence to focus on?

360 degree feedback can look at specific priority skill or competence areas for you, ones that are vital in taking your organisation forward.

Alternatively 360 can look at all the major areas of the role, giving you a complete picture of your performance.


Question 10. How much support will be given to people in achieving their development plan?

The outcome of 360 is not the report, it is the development plan and the actions to achieve the learning agenda.

You should be able to meet with your line manager to agree the agenda and receive on-going coaching.

You may then want to be coached as part of your development agenda, as well as using a variety of development options.