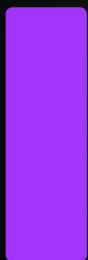
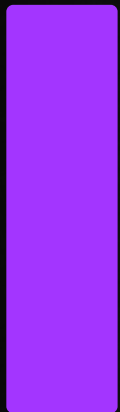


SEVEN ESSENTIALS FOR 360 FEEDBACK EFFECTIVENESS

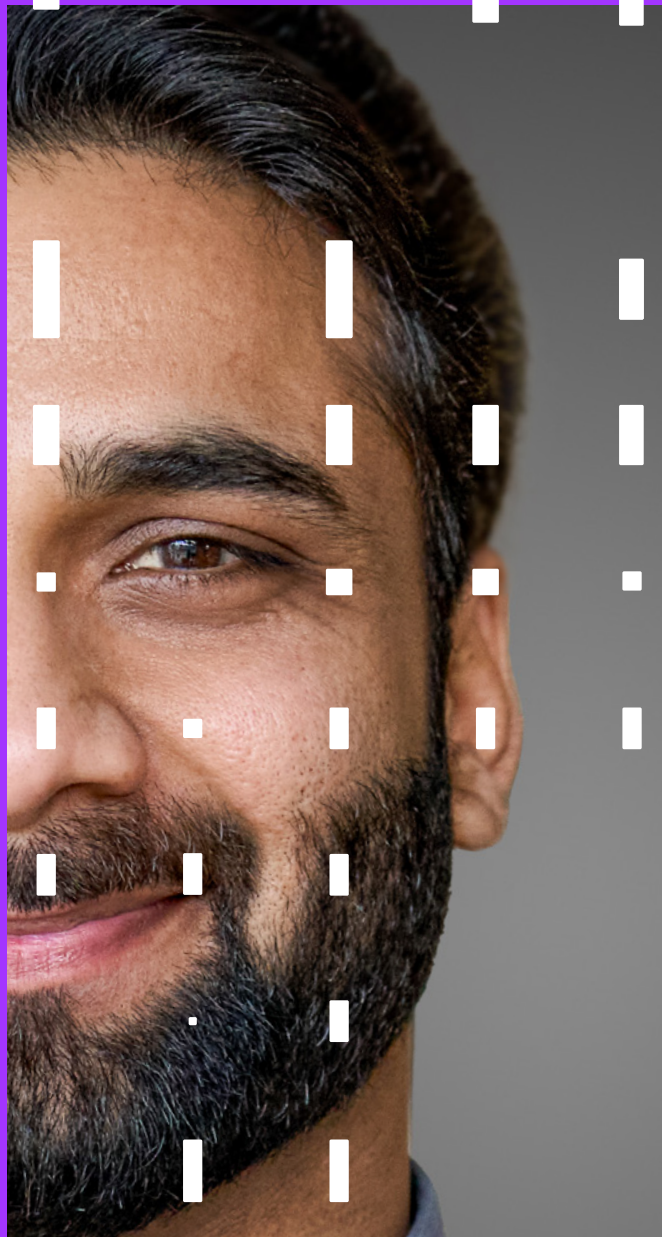
Expertly maneuver the
delicate world of feedback

Jonathan Gove

Managing R&D Consultant and Talogy's 360 feedback expert



Implementing targeted 360 feedback surveys can create a wealth of insight in a scalable, measurable, user-friendly manner. Yet, 360 projects often fail even when the feedback surveys are hitting the mark. In the end, the survey itself is just a tool – a means to an end. Effective processes, open mindsets, and receptive cultures need to be in place to truly create an effective process that drives lasting development. We have collected seven essentials for effective 360 feedback projects that will enable you to drive that lasting change you are looking to achieve.



1

Create a strong feedback culture

The best 360 processes are rolled out in organizations with a strong feedback culture, where people feel safe to provide constructive feedback, value feedback they receive, and comfortably engage in open and transparent feedback processes. **An effective way to start building such a culture is through 'leading by example'** with leaders who provide feedback effectively and without judgement, are open to receiving feedback with humility, and – ideally – kick off 360 projects by completing a feedback survey themselves.

2

Engage stakeholders from the start

360 feedback is a process that involves many people in the organization. From participants and reviewers to project administrators, HR business partners, and senior leaders. **All these valuable stakeholders need to be bought into the process and take ownership of their deliverables to make it into a success.** Without that, 360 projects can become difficult to administer and take-home messages can get lost in amongst the confusion. So, be sure to identify and involve your key stakeholders early on, communicating expectations and creating clear accountability for specific milestones.

3

Set clear boundaries

360 feedback projects are intricate to manage and can derail if processes are ambiguous or poorly defined. When participants do not have a clear picture of things like project purpose and data usage, you run the risk of them assuming it is being run for the benefit of the organization and not the individuals themselves, leading to disengagement from the process. To avoid this situation, clear project boundaries need to be set and communicated to everyone involved, including **the purpose of the project, what data is collected and how it is being used.**

4

Create psychological safety

Participants and reviewers can easily feel vulnerable if not properly supported, which can result in a defensive attitude, demotivation, and a lack of engagement. Consequently, you run the risk of the project being treated as a chore to complete, resulting in less depth, honesty, and consideration of the feedback. To create safety, **be sure never to utilize 360 feedback as part of performance management** and avoid making evaluations of uncovered strengths or development needs. By being clear about the feedback being solely developmental in nature – and by following through on that promise – you can create the right environment for people to truly engage and leverage the development opportunity.

5

Empower ownership

Ownership is a big motivator in the workplace, creating accountability, a sense of contributing to the bigger picture, and most of all engagement in the process. When the details of a 360 project are not well communicated or defined, it disempowers participants from being able to “own” their development. For ultimate 360 effectiveness, **clearly communicate project purpose and create space for the participants to take responsibility for their own feedback process**, including identifying the right reviewers, creating insights from the results, and setting development goals. All while providing guidance, without taking over.

6

Be mindful of individual differences

Not everyone thinks the same way about work behavior or giving feedback. People have different preferences and convictions, and it is important to keep this in mind when interpreting feedback insights. **Differences in scores can be caused by many different things:** the raters’ perspective, attitude differences, variations in personal values – the list goes on. Approaching feedback interpretation with that in mind will create space for the participant to interpret feedback effectively and without judgement, impacting the value they attach to the process.



7

Keep going

360 feedback is an unparalleled measure for creating insight into development opportunities, but the development journey does not end there. To enable lasting learning, feedback insights need to be translated into actionable development plans, and they need to be followed up on regularly to ensure the participant remains engaged and keeps working on their development. **If insights are not actioned, learnings will soon be forgotten, and no development progress will be made.**

Conclusion

360 feedback is a development tool that is unmatched if you aim to roll out scalable, measurable, actionable development opportunities for your workforce. By keeping the above tips in mind, you can ensure the process achieves its full potential. Creating engagement, ownership and self-reflection amongst your employees.