



# Consultancy *360 Feedback*

## WHY USE 360 FEEDBACK?

360° feedback is widely recognised as one of the most effective approaches to establishing a comprehensive and accurate picture of your managers' competencies and development areas. Examining the individual's perception of their own competencies, and comparing it with the perceptions of other colleagues, superiors, subordinates and clients, enables you to:

- Identify the individual's strengths.
- Propose strategies for developing important success areas.
- Improve their understanding of their style and impact on others.
- Obtain invaluable information at an individual, team and organisational level.



## BENEFITS

The OPS approach is to design and implement a 360° system that is relevant to your organisation, its needs, goals and culture. We base our solution on your organisation's competencies or performance criteria, rather than imposing an off-the-shelf, pre-packaged or mildly 'tailored' methodology.

In the early stages, we can be there to help you gain buy-in across the organisation (or relevant functions or departments). As the scheme is introduced, we are on hand to facilitate its use and train its users. And when it comes to output, we can either analyse the data and produce reports on your behalf or help you develop the in-house capability to go it alone.

Whatever approach you prefer to take, it is our aim throughout to ensure you get the most from this powerful process.

### Recent 360° projects include:

- Developing an online 360° competency-based feedback tool for the **Royal Borough of Kensington and Chelsea**, followed by feedback and development action planning for the most senior managers in the organisation.
- Development of management competencies and a 360° feedback system for senior managers at **St Dunstan's**.
- 360° Leadership assessment tool for **Dudley Group of Hospitals NHS Trust** tool.

## HOW TO USE 360 FEEDBACK

Research into factors affecting the acceptance and effectiveness of 360° feedback has been slowly gaining pace since the early 1990's. "Multi-level, multi-source feedback" (to use the jargon) is now recognised as a powerful tool for managing performance and developing individuals, teams and organisations.

However, the evidence suggests a number of changes that could be made to 'established' practices in order to increase the accuracy and usefulness of 360° feedback:



- Giving the intended recipient less responsibility for selecting their own raters.
- Asking certain groups to rate certain competencies, depending on their position and relationship with the recipient.
- Using open-ended questions, as well as ratings.
- Accounting for the fact that certain competencies are more open to distorted ratings than others.
- Ensuring that the work environment supports development activities and fosters the belief that recipients are capable of improving.

It's also helpful to note that the accuracy of self-ratings is itself positively linked to job performance, and that measures of 'congruence' between self-ratings and others' ratings can be useful in their own right. Furthermore, for a number of reasons, recipients of 360° feedback often value ratings from their peers and subordinates more than those from their managers. Looking forward, OPS can also examine ways in which 360° feedback can support your other HR processes - such as the evaluation of selection decisions.

## 360 FEEDBACK TRAINING

OPS offer a practical introduction to the development, implementation and use of 360° feedback. The course is run for groups at the venue of your choice and involves use of 360° questionnaires from major publishers and an exploration of online solutions. The course content and structure varies to suit the needs of each client, but typical core content (lasting 2 days) includes:

- Theory, research and best practice.
- Overview of major products and their features.
- Practical administration/scoring and interpretation/feedback.
- Using 360° for individual feedback and development and/or team and organisational development.
- Design issues – e.g. off-the-shelf vs. bespoke tools.
- Construction and development of 360° questionnaires.
- Implementation and evaluation.

## WHAT OUR CLIENTS SAY

**“ This was an important training session, conducted by a very skilful professional. It provided us with an opportunity to recognise & understand a valuable tool, commonly used in organisations. This enables EAP professionals to partner HR managers & contribute to business productivity. [The course tutor] led this high quality, interesting experience as a respectful challenging dialogue and I welcome & appreciate such an initiative. ”** (EAP Manager (Israel) Motorola)

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