

WHERE 360 FEEDBACK CAN BE USED TO ADD VALUE

360 feedback is viewed as critical components in a wide range of management development interventions. Below are some of the most common applications where 360s are used to add real value:

- Performance Coaching - Used at the beginning of a coaching relationship, a 360 degree feedback report can be a powerful 'accelerator' and 'alignment' tool. By clustering and prioritising any undesirable feedback results the subject and coach can quickly gain a clear picture of where their coaching sessions should focus, ensuring key development issues are recognised and addressed. This approach to performance coaching ensures a needs driven focus based on valid, factual, accurate behavioural information.
- Personal Development - Used as part of a 'life coaching' programme or as an annual development tool, 360 feedback can be used to provide genuine insight into an individual's working style across a spectrum of leadership and management behaviours and into how their 'personal brand' is perceived. The feedback report can be used to provide clarity of direction for future personal development and career planning.
- Performance Management - A common trend is to use 360 feedback to provide an 'all round view' of performance as part of the appraisal process. The feedback is used by line managers to inform appraisal ratings and contribute to the development discussion. Used in this way, the tool can also act as a management strength benchmark, as well as highlighting individual personal strengths and problem areas.
- Development Programmes - Used at the beginning of a leadership or management development programme, 360 degree feedback tools can be used to:
 - Inform (or determine) programme content - The feedback data from a group of people can be combined into a Group Summary Report that provides an aggregated view of the group's strengths and key development areas. Using 360s in this way enables programme designers to effectively tailor their programme content to meet specific identified needs.
 - Individual alignment - Providing programme participants with feedback against what is expected of them in their role and then supporting them to convert their lower ratings into a meaningful personal development plan for the programme is a great way of making the programme 'real' for them and ensuring that they start their development journey with a clear picture of what success from the programme will look like for them.
- Talent Management - Whilst 360 feedback provides insight into a manager's past and current behaviour, when the framework of questions used includes those attributes and qualities needed to work at more senior levels they can also act as an indicator of future performance and growth potential. 360 feedback can be a powerful component within a talent management programme and is often used to:
 - Benchmark / identify the talent strength within an organisation.



- Identify those individuals who have the potential to operate at the next level.
- Highlight how ability and potential can be developed.
- Act as a progress measure.
- Provide evidence based data for any prospective 'chessboard' talent management process.
- Team Feedback - Just as an individual 360 provides a snapshot of how the participant is seen by those they work with, a team 360 feedback report collects feedback from groups of stakeholders from across the organisation. This tailored survey provides excellent feedback for use in team development sessions and can be used to help teams gain clarity of purpose and direction, understanding the expectations of stakeholders and providing a clear picture of a team's strengths and weaknesses.
- Individual Contributor - We are frequently asked to provide feedback tools for individual team members who want to gain development feedback on their personal effectiveness. Questionnaires are typically built around a range of individual skills areas such as planning, use of time, delivery, relationship building, influencing, customer focus, self-confidence, continuous improvement etc.

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