



Successfully Implementing 360 Degree Appraisals

Below is a brief summary of the steps for successfully implementing 360 Degree Appraisals.

Establishing the purpose

- 360 degree processes with a clear purpose and objectives are likely to be more effective

Gaining commitment

- Commitment from senior management is a key influence on whether 360 degree feedback is seen as credible within the organization

The raters

- Identifying the most appropriate people to rate the performance of the individual is a key part of the process. The raters must be credible to the recipient for them to act on the resulting feedback.

Ensure the Appraisal is Appropriate

- The questionnaire used in a 360 degree feedback process needs to describe and measure the behaviours which relate to actual job performance.

Properly structure feedback

- Feedback can be provided through aggregating the ratings and presenting an average 'score' on each question, perhaps putting the self-rating alongside it. Ideally, the ratings of the different groups are presented separately. If there are enough raters involved, this should not compromise anonymity.
- Some questionnaires include a free-written section in which other observations or comments may be made. This can help to throw more light on the ratings, but again the person giving the feedback needs to be sensitive in managing this information.

Establishing the resources to follow through

Resources for development

- Where 360 degree feedback is being used to encourage development, it is important to have considered in advance the resources needed to support such activity

- The feedback will provide a new understanding of development needs, but if there are no resources available to address these needs, it will be a frustrating experience for those involved.

How will the feedback be communicated?

- The first question is whether the information is communicated face-to-face to the individual involved, with the support of a facilitator, or whether the feedback is delivered via a report, without the involvement of a facilitator.
- Given that an individual is receiving sensitive information about how their colleagues, direct reports and manager view their performance, sensitivity is required.
- Best practice would be to make an appropriately trained person available to help interpret the results with that person, either from within the organisation, or an external coach or facilitator.
- This also helps the recipient focus on planning their future development rather than simply on the feedback itself.