The 360° Assessment: How You Can Maximize Human Potential Within Your Organization

If your computer does not have speakers, please dial in at:
1-877-309-2074
Access Code: 763-420-426
Introduction to 360ºs

Developing 360ºs

Administering 360ºs

Reporting Results

Takeaways

Questions?
POLL QUESTION:

A 360° assessment is a means of capturing feedback from others (peer, subordinate, supervisor, customer, etc.) and includes a self-rating. Which of these statements characterizes your position regarding 360° assessments?

• I have never heard of them.
• I have heard of them, but am unclear about what they are.
• I have a moderate level of understanding about them.
• I know what they are, and I have participated in them before (either as a participant or subject).
• I know what they are, and I have developed and/or administered them.
Why a 360° Assessment and Why Now? What is a 360° Assessment? How is a 360° Assessment Used? Are You Ready?

INTRODUCTION TO 360° ASSESSMENTS
Introduction to 360º Assessments

Why a 360º Assessment and Why Now?

• Next level in the promotion of the organizational feedback culture
• Additional tool in the retention and development of increasingly valuable talent
• Online and software tools have made the process easier and more efficient
Introduction to 360º Assessments

What is a 360º Assessment?

- Snapshot of human potential
- Method to gather information for development
- Provide feedback from all directions
- Behavior-based
- Consistent with a feedback culture
Introduction to 360° Assessments

How is a 360° Assessment Used?

- Typically used for leadership
- May be used for individuals who want to be leaders within their current position
- May be voluntary or mandatory
- It should not be used for firing someone, as a performance evaluation, for selection, or a standalone means of feedback (or a replacement for other feedback practices)
- Should be part of a development program
Introduction to 360° Assessments

Are You Ready?

- Executive team buy-in and commitment
- Organizational culture pre-disposed to ongoing and constructive feedback
- Commitment to post-results action planning for subjects
- Access to internal/external resources to supplement the developmental action plans
POLL QUESTION:

Which of the following characterizes your Agency’s orientation to feedback? (Check all that apply.)

- “No news is good news.”/Individuals do not regularly receive feedback.
- Feedback is mostly negative or critical.
- Most feedback comes via performance review processes.
- Some feedback is provided in developmental planning or leadership development program(s).
- We have a strong culture of ongoing, constructive feedback.
DEVELOPING 360º ASSESSMENTS

Developing 360° Assessments

- Identify Competencies
  - Determine what you want to assess
  - Will the competencies be used for other functions?
  - Utilize a competency development or job analysis exercise
  - Consider core competencies and specific competencies

- Develop Items

- Choose Format

- Determine Rating Scale

- Comments
Developing 360° Assessments

- Recommend 60 - 80 items (no more than 100)
- Ensure linkage to the competency model
- Behavior-based/Observable
- Specific to one behavior
- Have more than one item per competency

1. Identify Competencies
2. Determine Rating Scale
3. Choose Format
4. Develop Items
5. Comments
Developing 360° Assessments
Example Competencies and Items

**Competency:**
Fostering Teamwork

**Items**
1. Builds and maintains productive working relationships
2. Cooperates with others as part of a team
Developing 360° Assessments
Example Competencies and Items

**Competency:**
Change Management

**Items**
1. Adapts and continuously develops in response to change
2. Provides inspiration and motivation to others to stay committed through change
Developing 360° Assessments

- Identify Competencies
- Develop Items
- Choose Format
- Comments

Determine Rating Scale

- Length of scale (we recommend five points and no more than seven)
- Have a midpoint
- Provide an N/A option
- Consider different types (qualitative, extent, comparison, performance, frequency, and developmental)
Developing 360º Assessments

- Identify Competencies
- Develop Items
- Determine Rating Scale
- Comments
- Choose Format
  - Paper-and-pencil
  - Web-based
  - Combination of both
Developing 360° Assessments

- Identify Competencies
- Develop Items
- Determine Rating Scale
- Choose Format
- Comments
  - Should comments be allowed?
  - Consider self-identification
  - Redaction? Compilation?
  - Ensure feedback is not destructive

ADMINISTERING 360° ASSESSMENTS
Administering 360º Assessments

- Depends on type of format
- Recommend two weeks
- Re-evaluate time period based on amount of responses

Length of Time
Administering 360º Assessments

- Determine who will choose raters
- Inform respondents and participants in advance
- Have a point-of-contact available for questions
- Have a primary stakeholder available to provide assistance

Communication
Administering 360º Assessments

- Encourage using more than three respondents in each group (except supervisor)
- Group respondents if fewer than three
- Inform respondents about comments
- Consider using an outside vendor

Confidentiality
Decide the Types of Information to Include. Take action.

**REPORTING RESULTS**
Reporting Results

Decide the Types of Information to Include

- Report meaningful data
- Avoid overwhelming the subject
- Provide visual depictions (graphs and charts)
- Look at all areas and items
- Understand strengths and weaknesses
- Consider highest and lowest rated items
- Consider gaps between “others” ratings and self ratings
- Ensure there are comparisons of groups
- Send the report out 24 – 48 hours before feedback meeting
Reporting Results

Strengths and Weaknesses

Self vs. Others Matrix

- **Hidden Strength**
- **Known Strength**
- **Known Weakness**
- **Hidden Weakness**

Legend:
- Leading Self
- Leading People
- Leading Change
- Leading Performance
- Leading Systems
# Reporting Results

Highest and Lowest

<table>
<thead>
<tr>
<th>Rank</th>
<th>Scoring Category</th>
<th>Item</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Effective Communication</td>
<td>Creates written communications that convey the appropriate tone and message given the audience and purpose</td>
<td>4.42</td>
</tr>
<tr>
<td>2</td>
<td>Problem Solving and Decision Making</td>
<td>Modifies solutions to problems when necessary to improve their effectiveness</td>
<td>4.28</td>
</tr>
<tr>
<td>3</td>
<td>Performance Management</td>
<td>Provides effective feedback to improve performance</td>
<td>4.28</td>
</tr>
<tr>
<td>4</td>
<td>Change Management</td>
<td>Encourages others to share their concerns about organizational changes</td>
<td>4.26</td>
</tr>
<tr>
<td>5</td>
<td>Building Partnerships</td>
<td>Builds consensus with others through negotiation and compromise</td>
<td>4.19</td>
</tr>
</tbody>
</table>
# Reporting Results

## Highest and Lowest

<table>
<thead>
<tr>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Strategic Thinking</td>
<td>Motivates others to translate the organization’s goals into action</td>
<td>1.52</td>
</tr>
<tr>
<td>2</td>
<td>Conflict Management</td>
<td>Follows up with involved parties after conflict to determine if the solution has been effective or needs modification</td>
<td>1.63</td>
</tr>
<tr>
<td>3</td>
<td>Building Partnerships</td>
<td>Recognizes the importance of stakeholders' ideas/contributions</td>
<td>1.64</td>
</tr>
<tr>
<td>4</td>
<td>Fostering Teamwork</td>
<td>Facilitates team discussions that encourage participation toward reaching team goals</td>
<td>1.65</td>
</tr>
<tr>
<td>5</td>
<td>Fostering Teamwork</td>
<td>Builds and maintains productive working relationships</td>
<td>1.68</td>
</tr>
</tbody>
</table>
## Reporting Results

### Positive and Negative Gaps

<table>
<thead>
<tr>
<th>Rank</th>
<th>Scoring Category</th>
<th>Item</th>
<th>Others</th>
<th>Self</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Building Partnerships</td>
<td>Recognizes and understands the internal and external politics that impact partnerships and relationships</td>
<td>4.54</td>
<td>2.00</td>
<td>2.54</td>
</tr>
<tr>
<td>2</td>
<td>Problem Solving and Decision Making</td>
<td>Makes decisions in a timely manner</td>
<td>4.83</td>
<td>4.00</td>
<td>0.83</td>
</tr>
<tr>
<td>3</td>
<td>Problem Solving and Decision Making</td>
<td>Follows up to determine if the solutions implemented have been effective or are in need of modification</td>
<td>4.82</td>
<td>4.00</td>
<td>0.82</td>
</tr>
<tr>
<td>4</td>
<td>Gathering Diagnostic Information</td>
<td>Develops objective measures/criteria to track progress against stated goals/objectives</td>
<td>4.80</td>
<td>4.00</td>
<td>0.80</td>
</tr>
<tr>
<td>5</td>
<td>Building Partnerships</td>
<td>Recognizes the importance of stakeholders' ideas/contributions</td>
<td>4.77</td>
<td>4.00</td>
<td>0.77</td>
</tr>
</tbody>
</table>
## Negative Gaps

<table>
<thead>
<tr>
<th>Rank</th>
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<th>Item</th>
<th>Others</th>
<th>Self</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Self-Management</td>
<td>Openly accepts responsibility/ownership for his/her own personal mistakes</td>
<td>4.45</td>
<td>5.00</td>
<td>-0.55</td>
</tr>
<tr>
<td>2</td>
<td>Effective Communication</td>
<td>Asks follow-up questions to gain a deeper understanding of others’ needs and concerns</td>
<td>4.62</td>
<td>5.00</td>
<td>-0.38</td>
</tr>
<tr>
<td>3</td>
<td>Effective Communication</td>
<td>Shares thoughts and rationale so that others understand his/her decisions</td>
<td>4.69</td>
<td>5.00</td>
<td>-0.31</td>
</tr>
<tr>
<td>4</td>
<td>Self-Management</td>
<td>Takes responsibility for “owns” assignments</td>
<td>4.73</td>
<td>5.00</td>
<td>-0.27</td>
</tr>
<tr>
<td>5</td>
<td>Effective Communication</td>
<td>Demonstrates interpersonal sensitivity and/or empathy when speaking to others about issues that may be emotionally sensitive</td>
<td>3.82</td>
<td>4.00</td>
<td>-0.18</td>
</tr>
</tbody>
</table>
Reporting Results

Group Comparisons

**Fostering Teamwork**
- Self: 4.00
- Peer: 4.42
- Supervisor: 3.67
- Direct Report: 4.45

**Builds and maintains productive working relationships**
- Self: 4.00
- Peer: 4.33
- Supervisor: 3.00
- Direct Report: 4.50

**Cooperates with others as part of a team**
- Self: 4.00
- Peer: 4.33
- Supervisor: 4.00
- Direct Report: 4.83
Reporting Results

Take Action

- Ensure an action plan is in place
- Focus on the positive along with the negative
- Make goals attainable
- Encourage ongoing follow-up
- Be objective in delivery
- Do not expect or encourage immediate change
- Consider different avenues for development
- Plan to re-measure at six months or a year
Takeaways

Consider the individuals involved.

Consider the purpose.

Consider the culture.
Takeaways

360°s can measure varied stakeholders’ perspectives on the performance of desired work behaviors by an individual.

The behaviors assessed commonly result from a shared standard (e.g., a validated competency model).

Feedback is best used as developmental direction.

Post-survey change is incremental and gradual. It requires an action plan, as well as follow-up and reinforcement.

If the resources/commitments are not in place to support an effective process, it is better to build those first and implement an assessment later.
POLL QUESTION:

Based on what we have discussed, what actions would you need to take for your Agency to be able to successfully pursue a 360° assessment process in the near future? (Check all that apply.)

- Secure top leadership buy-in
- Determine or confirm the specific competencies to be assessed in the survey
- Train or retrain the organization on the features of constructive feedback
- Secure commitment to a post-results developmental action planning process
- Strengthen internal skills in coaching techniques for development
Questions?
CPS HR is also available if you have any questions about the content presented in this webinar.

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