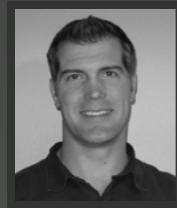


# 8 Steps for Turning 360-Degree Feedback into Results



**DECISIONWISE**

Leadership Intelligence®



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# About DecisionWise

360-Degree Feedback

Leadership Coaching

Employee Surveys

Talent Assessment

Leadership Intelligence®

Awareness | Action | Accountability

## Clients

**ThermoFisher**  
SCIENTIFIC

 **Delta**

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**AIG** American  
General

**COSTCO**  
WHOLESALE

 **Royal Caribbean**  
INTERNATIONAL

# Objectives

1. **Recognize** **inherent problems** with most 360 processes.
2. **Review** 360 best practice **research**.
3. **Identify** **ways to improve** the 360 process.
4. **Learn** steps for turning 360 **feedback into results**.
5. **Examine** who should be **involved** in the 360 process.

# Poll Question

The most **difficult** part of the 360 process is...

1. Survey Development
2. Survey Administration
3. Debriefing Results
4. Action Planning
5. Consistent Follow-up

# The Typical 360: An **Ineffective** Process



**Minimal input** from leaders and participants on the survey content.

## The Typical 360: An Ineffective Process

Improper **roll-out** of surveys.



## The Typical 360: An Ineffective Process



Ineffective **delivery** of results.

# The Typical 360: An Ineffective Process

Poor **action** planning.



## The Typical 360: An **Ineffective** Process

**Biggest  
Problem  
with a  
Typical 360  
Process:**

**The Process Stops.**

## Myths of 360-Degree Feedback

### MYTH:

360 surveys alone create positive change.

### TRUTH:

360s are a tool. Positive change is a process.

## Myths of 360-Degree Feedback

### MYTH:

360 Data is an accurate reflection of job performance and personal proficiency.

### TRUTH:

Surveys can often be restrictive, raters can be inaccurate, and self-evaluations are fraught with bias.

## Myths of 360-Degree Feedback

### MYTH:

360 surveys are the end of the feedback process.

### TRUTH:

360 surveys are the *beginning* of the feedback process.

## Myths of 360-Degree Feedback

### MYTH:

Self-perceptions are positively correlated with other's perceptions.

### TRUTH:

Lower scoring participants: overly confident.  
Higher scoring participants: Overly critical.

## Myths of 360-Degree Feedback

### MYTH:

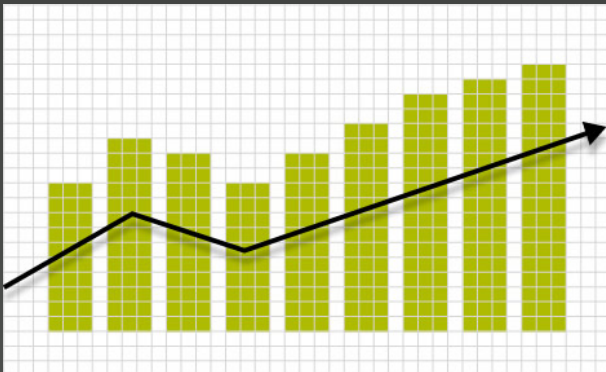
Conducting 360s will not impact the individual or organization in a negative way.

### TRUTH:

360 surveys that are conducted ineffectively can do more damage than good.

# DecisionWise Research on 360 Feedback

- Fortune 500 company
- 244 leaders



## Follow-up Survey

- The 360° feedback survey **content** is relevant.
- The 360° feedback online survey **process** is easy to use.
- The 360° feedback **report** is easy to understand.
- I received sufficient **coaching** regarding my 360° Feedback Survey results.
- **Coaching** resources are available to me regarding my development.
- After receiving my 360° Feedback Survey Report, I set specific development **goals**.
- My manager **follows up** with me on a regular basis regarding my development goals.

# DecisionWise Research on 360 Feedback



87%

of those who **set goals**  
felt the 360 process was effective.

# DecisionWise Research on 360 Feedback



92 %

of those who answered positively to  
“I received **sufficient coaching**”  
answered positively to  
“Overall, I feel the 360 process was  
effective.”

# DecisionWise Research on 360 Feedback



94%

of those that received  
*coaching and set goals*  
felt the 360 process was effective.

# DecisionWise Research on 360 Feedback



Conversely, only

**34%**

of those who did *not* receive  
sufficient coaching  
felt the 360 process was effective.

## Research Conclusion

Without coaching, goal-setting,  
and sufficient follow-up

you have **wasted money** on

**66%**

of the participants.

# Steps to an **Effective** 360 Process

**AWARENESS**

**ACTION**

**ACCOUNTABILITY**

## Step 1: Effective Survey Administration

AWARENESS

ACTION

ACCOUNTABILITY

- Customized 360 Tool
- Buy-in and Communication
- Confidential Administration

## Step 2: Report De-brief

AWARENESS

ACTION

ACCOUNTABILITY

- **Correctly interpret results**
- **“Sounding Board”**
- **Mitigates negative reactions**
- **Focus on strengths**
- **Focus on real issues**

## Step 3: Action Plan Development

AWARENESS

ACTION

ACCOUNTABILITY

- Gather additional feedback
- Focus on development goals
- Use both strengths and weaknesses
- Determine accountability

# Step 3: Action Plan Development

AWARENESS

ACTION

ACCOUNTABILITY

Goal 1: I will set clear expectations for team performance, and hold team members accountable for meeting these results.	Start Date: <b>May 13, 2009</b>					
	Completion Checkpoints					
Actions to be taken	30 Days	60 Days	90 Days	6 Months	1 Year	Notes
1. Develop metrics w/team	✓	X				Set Meeting
2. Post a copy of our organization metrics on our team board.	✓	✓				
3. Review metrics with each person and ensure they fully understand them.	→	→				
4. Post results bi-weekly	X	→				
5. Review individual results weekly with team	→	→				
6. Formalize a probation and development process for those not meeting targets	X	X				Needs Coaching: Sent Invitation

**Key:**  
 ✓ = Completed      → = In Progress      X = Not completed or started

## Step 4: Action Plan Review and Initiation

AWARENESS

ACTION

ACCOUNTABILITY

- 2 weeks after delivery of results
- Review with supervisors, peers, HR, internal and external coaches
- Establish timeframes
- Create culture of feedback
- Share with others

## Step 5: Follow-Up Meeting

AWARENESS

ACTION

ACCOUNTABILITY

- 30 days after start date of action plan
- Review initiation of overall action plan
- Discuss obstacles, opportunities, resources
- Accountability and follow-up
- Tie actions with business metrics

AWARENESS

ACTION

ACCOUNTABILITY

## Step 6: Maintenance and Re-Tooling Meeting

- 60 days after start date
- Review action plan
- Review Successes/Barriers
- Determine obstacles, opportunities, and resources needed.
- If action plan is not initiated, determine alternate action plan

## Step 7: Accountability Meeting

AWARENESS

ACTION

ACCOUNTABILITY

- 6 months after start date
- Review goals
- Establish Incentives
- Measure progress
- Who is developing?
- Quick-Pulse Survey

## Step 8: Repeat 360 Survey

AWARENESS

ACTION

ACCOUNTABILITY

- One year after start date
- Allows for trending
- Buy-in from employees/participant
- Final appraisal of success
- Identify improvements, declines
- Observe change

# An Effective 360 Process

**AWARENESS**

**ACTION**

**ACCOUNTABILITY**

# DECISIONWISE

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## Webinar Offers

- White Paper
- Consultation
- Sample 360 Surveys

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