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360° feedback

360 Feedback

360 feedback, also known as 360 appraisal or 360 review, is an excellent way of improving communication and performance management within organisations.

360 feedback, literally, provides individuals with all-round performance feedback from colleagues, manager(s), direct reports, customers and others. Crucially, it also compares their self-perception with how others see their performance.

At Beacons, in addition to our [Management Training](#) and [Corporate Team Building](#) programmes, we provide a uniquely versatile 360 degree feedback service, mainly online but using other distribution media if required.

Download [a sample Beacons 360 report](#).

Our approach to 360 degree feedback

1. Our total 360 Feedback service :

Design

- We design and tailor the questionnaire to the client's specifications, using agreed competencies where they exist, drawing from [the survey library](#) within our extensive database of questions, or using a selection from both.
- 15-20 questions is a sufficient number, provided that they cover a full range of important performance and behaviour criteria, as comments are given after each question.
- We agree all of the other variables - the scale, the list of respondents and their relationships, any additional questions, etc. - with the client.
- Significantly, we also agree the reporting back procedure before we start. See Reporting below.
- Respondents or "raters" are drawn from those people who know the recipient or "subject", and should be from a range of different relationships, to achieve a true 360 perspective.
- In addition, each "subject" answers the same questions about himself or herself.

Orientation or Alignment of participants

- We set up an "orientation" or "Alignment" session for all participants (subjects and raters) to ensure that everyone understands the concept and the procedures. In our experience this increases both the response rate and the quality of responses.

Distribution or Administration

- We upload the questionnaire on to a secure server for on-line responses (now the most popular option) and also make it available as a hard copy. In each case detailed instructions are included.
- We collect and collate all the completed feedback, either by downloading or receiving hard copy paper versions. All responses come directly to us, and they remain confidential and anonymous.

Reporting

- We produce an individual [report](#) for each participant. The report is tailored to the client's requirements, but invariable includes the averaged numeric ratings, a comparison of the raters' feedback with the subject's own self rating, and all the comments.
- We present and review each report one-to-one with the "subject", off-site and off-line.
- In our view the full report itself should remain confidential. In our one-to-one review we encourage the "subject", having digested the feedback, to produce a personal development plan or action plan to be discussed with his or her manager.

2. Our 360 Feedback Bureau Service:

Design and Administration only

- We monitor and assist with all the design and orientation steps described above, but leave them to the client to manage.
- We upload the questionnaire on to a secure server for on-line responses and also make it available by email or paper version.
- We collect and collate all the completed feedback, either by downloading or receiving email or paper versions. All responses come directly to us.
- We send the reports to the client's administrator, who arranges for the one-to-one reviews to be handled internally.
- In other words, we take over all the administration and processing work, using the full benefits of 20/20 Insight, thus allowing the client to maximise their time action planning and coaching.

3. Our 360 Feedback Coaching Programme :

A client with adequate resources might wish to in-source the orientation and feedback sessions, i.e. move from our full 360 service to our bureau service.

In that event we run a 1-day [Coaching Programme](#) in 360 Feedback processes and 20/20 Insight procedures for Human Resource staff, line managers, mentors and others involved in the exercise.

What are the benefits of outsourcing 360 Feedback to Beacons Consultants?

- 20/20 Insight GOLD is a clear winner in itself - the ultimate in tailored feedback and survey design systems
- The combination in our reports of both numeric ratings and comments after each question gives detailed and specific feedback - a "qualitative" output rather than just a "quantitative" one.
- Beacons Consultants' considerable experience in 360 helps to overcome the pitfalls and problems often associated with initial forays into 360 and delivers an efficient and productive survey
- The confidential one-to-one meeting with one of our consultants - the value of our "neutrality" cannot be overestimated - facilitates a positive response to the feedback and encourages individuals to plan personal development.
- 20/20 Insight GOLD software includes an impressive Individual Development Plan (IDP) application, issued free to each subject after the meeting to facilitate personal responsibility for action planning.
- We handle all the administration, whichever of the above options is chosen.
- The 360 process can be repeated, after 9-12 months, to measure progress.

[Download](#) this page as a pdf file.

Articles

For suggested strategies for overcoming resistance in your organisation to 360 feedback, read [Strategies for overcoming Resistance](#).

Are you interested in measuring the effectiveness of teams? In the concept of using 360 with teams? Read [Using 360 with teams](#).

To understand more about Best Practice in 360 feedback, read [360 Best Practice Guidelines](#).

The Next Step

For more information about aligning our approach to 360 feedback with the needs of your organisation, please [contact us](#).

If you are not based in the United Kingdom, please bear in mind that our 360° Feedback service can be largely managed by email and using our Web Response service, so do not be discouraged from contacting us!

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