



## Assessments & Coaching Services

### 360 Feedback

#### Summary

**360-Degree Feedback**, also known as "multi-rater feedback," "multisource feedback," or "multisource assessment," is feedback that comes from all around a manager or employee. "360" refers to the 360 degrees in a circle, with an individual figuratively in the center of the circle. Feedback is provided by subordinates, peers, and supervisors. It also includes a self-assessment and, in some cases, feedback from other sources such as internal customers, external customers, suppliers and other interested stakeholders.

It may be contrasted with "upward feedback," where managers are given feedback by their direct reports, or a traditional performance appraisal, where the employees are often reviewed only by their managers. As part of the 360-Degree Assessment tool utilized by HPL, we are often asked to collect data on any or all of the following requested leadership competencies:

- Accountability
- Conflict Management
- Continual Learning
- Creativity and Innovation
- Customer Service
- Decisiveness
- Developing Others
- Entrepreneurship
- External Awareness
- Financial Management
- Flexibility
- Human Capital Management
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Partnering
- Political Savvy
- Problem Solving
- Public Service Motivation
- Resilience
- Strategic Thinking
- Teambuilding
- Technical Credibility
- Technology Management
- Vision
- Written Communication

For ease and efficiency, this tool is administered online. Participants receive an email that includes instructions on how to access the survey, through a website that is completely secure using several layers of Secure Sockets (SSL) technology.

Each "subject" receives feedback, in the form of survey responses, from a group which may include manager, direct reports, internal customers and external customers, and themselves (in the form of a self-survey). Combining the observations of several individuals to give people an evaluation of their skills is called a multi-source (or 360 degree) feedback tool.



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The feedback is then gathered in the form of numerical ratings and written comments. The information is compiled automatically (at no time will anyone see your “raw” data). The data is also combined with the data of the other feedback providers. The average ratings and all rater comments appear anonymously in the final report created for each subject in the project. Subjects will not see a rater’s name anywhere on that report, nor will they be able to connect responses to a specific rater.

There may also be an organizational report (depending on the type and scope of the assessment project) that will “roll up” all the data into skill categories and job levels; this report may be shared with senior management, but again this depends on the agreements made “up front” in the process with the client organization.

From this point, the HPL senior consultant will review the compiled results and present them in a group setting during two sessions (approximately 17-18 participants/group). The focus of these sessions will be to discuss the results for the group, not individuals. Our consultant will focus on major themes and issues that were spotted in the group report and discuss with participants areas in which they need improvement in.