HALO FEEDBACK

THE EXPERTS GUIDE TO RUNNING A 360-DEGREE FEEDBACK PROCESS

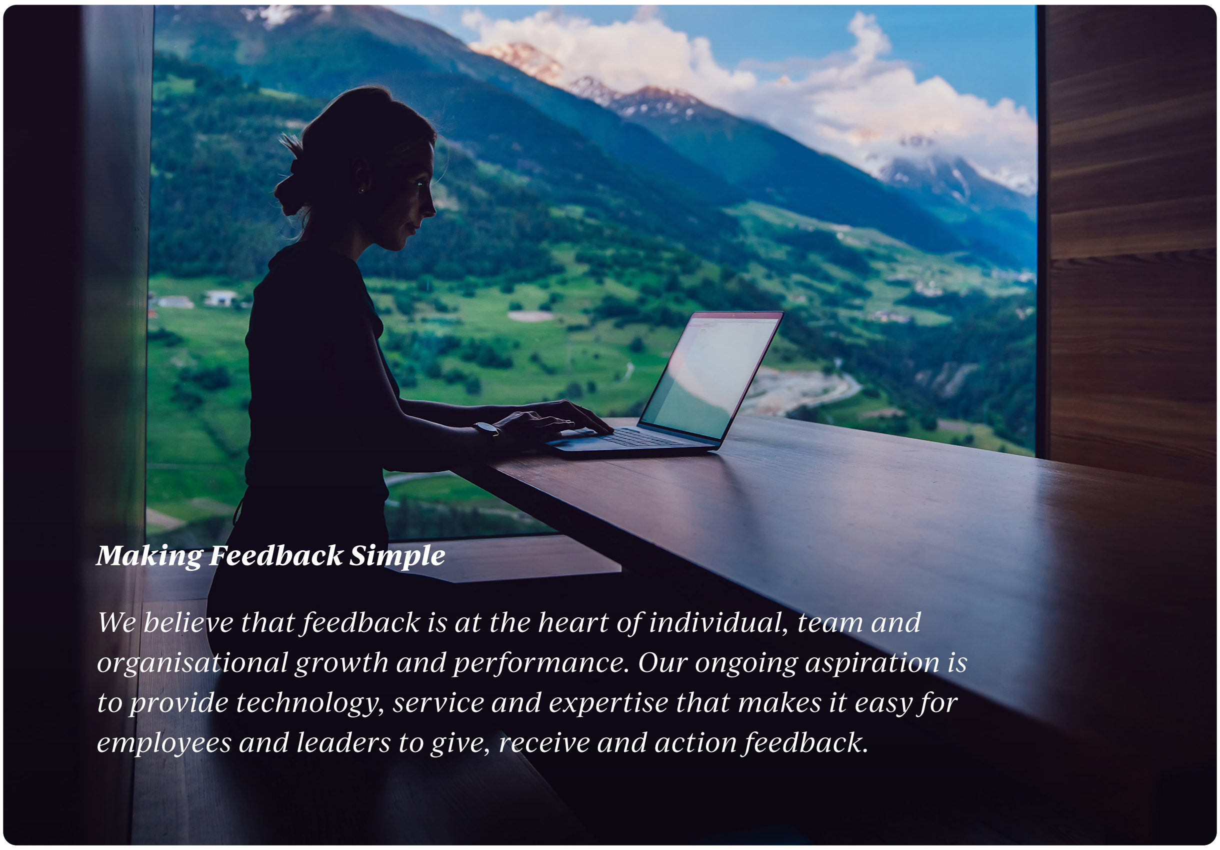
TABLE OF CONTENTS

ABOUT THIS GUIDE

This guide provides a pragmatic overview of the key actions and decisions faced by organisations when implementing a 360-Degree feedback process. The guide draws on more than 20 years' experience and expertise working with clients and partners to implement high impact 360-Degree feedback processes. Throughout the guide, we address common questions and share practical tips to maximise the efficiency and impact of your 360-Degree project.

The world of employee feedback and competency assessment continues to evolve and as such this guide will continue to evolve. You can also check out our Frequently Asked Questions, on the resources page of the Halo Feedback website.

Still have a question? Feel free to contact us at info@halo-feedback.com. We would be delighted to share our experience and expertise.



About Halo Feedback

Halo Feedback provides feedback and assessment tools built for your business and your needs. We build innovative and unique solutions that simplify the way companies conduct their talent assessment and feedback initiatives. From comprehensive 360-Degree feedback reviews to 180-degree functional assessments, team assessments and pulse surveys, we create elegant tools to engage the participant, streamline the process and deliver exceptional and meaningful reports and insights. We partner with major corporations around the world to improve their assessment and feedback process, and deliver long lasting development solutions, year after year.

Part 1

INTRODUCTION

“We often suffer from a disconnect between the self we think we are and the self that everyone else sees. The best method for identifying strengths and weaknesses is 360° feedback.”

-Marshall Goldsmith

Feedback methods like 360-Degree feedback emerged in the late 1950s and gained considerable traction in the 1990s. Today, they are relatively commonplace, and their use is broadly accepted and understood. Several changes and developments over the years have improved how these methods are applied in the workplace but two of the more significant developments include better understanding of their purpose and greatly enhanced technology options.

Better understanding of their purpose and suitability in different contexts

Research indicates that most companies use 360-degree feedback for development purposes. While these types of feedback methods can be used for other applications such as succession management and performance management, their strength lies in development (diagnostic vs evaluation). With this, we have also seen a much greater focus on communication and support. While there are still some sensitivities around the use of this type of feedback, our understanding of messaging and process (such as follow up activities) has helped to minimise these sensitivities and promote acceptance.

Significant advances in the use of technology and data.

It's hard to believe that just 20 years ago most companies were distributing, collecting, and analysing **paper-based surveys**. Technology has not only made it easier to deploy these methods across an organisation, but has enhanced how individuals, leaders, and organisations can access and use data to drive insights and actions. We have also seen greater integration with other tools and processes such as development planning.

Notwithstanding these developments, companies embarking on a 360-Degree feedback process still need to consider several critical actions and decisions to ensure the process runs smoothly and delivers maximum impact. This guide addresses the most important questions and actions to consider. At the end of the guide, we consider some emerging trends and developments within the broader employee feedback area.

“A leader or employee will ultimately be judged on what they do and how their behaviour impacts others.”

A Quick Note on Different Types of Assessment

While there are many tools available for collecting assessment information, each serves a fundamentally different purpose. These differences are best understood by considering whether the tool is an indicator of how someone might behave or an observation or example of actual behaviour.

Indicators of success are typically derived from inventories of ability, values and personality. They reveal underlying characteristics of the person such as their values, traits and motivations. These can be useful predictors of success and important indicators of why someone might behave in a particular way.

Observations provide examples of actual behaviour; what someone does. They are often described as competency or behavioural assessments and include methods such as behavioural interviews, simulations, and feedback processes such as 360-Degree feedback. A leader or employee will ultimately be judged on what they do and how their behaviour impacts others. That is why behavioural assessments such as 360-Degree feedback are such a useful and important form of assessment.

Both categories of assessment can be extremely useful and the combination of the two types can significantly enhance the quality of insight gained. The key however, is to be clear about what type of information you need and how it will be used.

About 360-Degree Feedback

360-Degree feedback or multirater feedback is an important method of comparing a person's self-perceptions with the perceptions of others who are familiar with his or her behaviour relative to target competencies.

It is a highly valuable assessment and developmental tool that helps people see themselves through others' eyes. It helps to identify any blind spots or under-utilised strengths. It is particularly useful as a development tool either on its own or as part of a formal development experience. For example, 360-Degree feedback can be used at the start of a learning journey to determine key strengths and areas of focus throughout the program.

360-Degree feedback is most reliable when used to assess an individual's current performance and behaviours. It may not be suitable in situations where the individual does not have the opportunity to display or demonstrate certain competencies or behaviours. For example, assessing someone's capabilities in strategic thinking when they are operating in a highly operational role may not reveal valid and reliable perspectives on their strategic thinking capability.

360-Degree feedback is generally not suitable as a selection tool. The sensitivities associated with selection and promotion may impact the reliability of the data collected. For the same reason, care must be taken when using 360-Degree feedback as part of a performance review process.

Part 2

PLANNING FOR SUCCESS

"When you are tired of saying it, people are starting to hear it".

-Jeff Weiner

Like all good talent management practices, the important work is often done up front in the planning phase. Running a 360-Degree feedback process is no different. There's a number of key decisions and actions to consider before you start launching surveys or releasing reports.

Some Important Questions to Get You Started

Before you even start planning, ask yourself the following questions:

- Is our organisation culturally ready to give feedback?
- Do we have the right level of support and sponsorship?
- Are we clear about why are we doing this?
- Do we know why 360-Degree feedback is the right tool?
- Do we know what we want to measure?
- Are we prepared to 'invest' in the outcomes of the 360-Degree feedback process?

If you can answer yes to all these questions, then you are in a strong position to maximise the impact of your 360-Degree feedback initiative.

COMMUNICATION IS KEY

A successful project starts with communication, communication and more communication. You might have the best competency framework and technology available but if the approach to communication is poor or non-existent, the whole process will quickly break down.

The good thing is that if you have answered the questions above, you should be well placed to map out your key messages and plan your communication strategy.

The Stakeholders

In any 360-Degree feedback process there are multiple stakeholders involved and therefore, the messages, method, and timing of the communication may vary for different groups.

Typical roles and stakeholders within a 360-Degree feedback process:	For each stakeholder map out a communication plan that includes:
• Senior Sponsor • Project Lead and Administrator • Participant (Subject or Job Holder) • Manager of the Participant • Respondents (or Reviewers) such as Direct Reports, Peers • Feedback Provider / Coach • IT Support	• Key messages • Method of communicating • Timing of communication • Person or group responsible for developing and sharing the communication

Key Messages to Communicate

Purpose and importance of the process. You will want to communicate and continue to reinforce the purpose and importance of the process. Communicating why the organisation is running a 360-Degree feedback process and what are the benefits for individuals and the organisation. It is also important to consider the language you use in this communication. For example, describing something as an assessment vs feedback can elicit a vastly different response. If people feel they are being assessed, they may be less receptive to the process and feedback. Reinforce the growth opportunity rather than the 'evaluative' nature of the process. It also helps to share how the 360-Degree process integrates with other processes such as learning and development.

Expectations and roles of different groups. It's important to be clear with each group and stakeholder what you expect from them. In the case of participants and respondents you are asking them to buy-in to the processes, essentially embrace the opportunity to give and receive feedback. As such you want to highlight the personal benefits (WIIFM) as well as the broader business benefits. For sponsors and those involved in managing the process you want to clearly communicate the tasks and activities that they are responsible for. You also want to clarify the tone, content, and frequency of any messages that they might be asked to share. For the manager of the participant, it is critically important to clarify their role before, during and after the formal feedback process.

Timeframe and key milestones. You will want to share the timing of the overall process and any key milestones such as when surveys will be distributed, how long people will have to respond, and when results will be shared. It's important to be realistic about the timing of the process and manage the expectations of key stakeholders. It's also a bit of a balancing act. You want to give people enough time to compete surveys while still creating some urgency and process tension. In terms of survey completion, we recommend a 2–3-week timeframe.

Practical considerations. Whether stated or not, people will have several burning questions about the process that you should anticipate and prepare for. Many of these relate to practical considerations and the use of the results. It may be helpful to prepare a set of frequently asked questions to support the implementation of the project. Common questions to consider include:

- How will people access the surveys?
- Who will have access to the results?
- How will anonymity and confidentiality of respondents be protected?
- Who should people contact if they have problems?
- How will respondents to the survey be selected?
- How will the results be shared?
- What happens after the 360-Degree feedback process?
- What ongoing support is available?

Halo Feedback can help with communication templates that can be tailored to your specific needs.

GETTING READY TO LAUNCH

Survey Design and Configuration

One of the key strengths of a 360-Degree feedback is that it provides specific feedback on competencies and behaviours related to current or future roles and business priorities. So, a well-constructed competency or capability framework is the foundation of a well-designed survey for 360-Degree feedback.

Types of Competency Frameworks

A 360-Degree feedback process can be used to assess technical and behavioural competencies. Technical competencies describe skills and knowledge associated with a professional or technical discipline such as accounting, HR or IT. Behavioural competencies are more general but equally important and often define success across a variety of roles, disciplines, and levels. They are sometimes referred to as soft skills and include things like communication, strategic thinking, networking, influence, and coaching. In leadership roles, research has found that behavioural competencies or soft skills are the key differentiators of success.

A 360-Degree assessment is more commonly used for behavioural competencies. This is because multiple stakeholders will 'feel' the impact of these behaviours and therefore have perspectives on strengths and areas for improvement.

When assessing technical competencies, it is more common to use a 180-Degree assessment that involves the individual and their manager. This is because the manager, who is often from the same technical discipline, is better positioned to provide accurate feedback.

Companies might also choose to assess the performance of individuals against a set of company values. These are often described as core competencies and are more closely aligned to behavioural competencies.

Competency Frameworks. Build or buy?

Competency frameworks sit at the heart of an effective talent and HR system. They represent the criteria that is used to select, develop, and manage individuals throughout the organisation. A well-defined competency framework that is aligned to the strategic and cultural priorities of the organisation, is the blueprint for individual and organisational success. So, should you build your own or buy one off the shelf? The case for building your own is that it allows you to capture the context and nuances of your own organisation. The case for buying is that it allows you to access a framework that has been developed by experts and proven to support a range of HR and talent initiatives.

There are other factors to consider such as time and cost. Building your own framework can take a lot longer than many people anticipate. Buying a framework comes at a cost. In the end it is less about how you access your framework and more about how you use the framework. We have seen organisations invest an enormous amount of time and effort in the acquisition, customisation or development of a framework without considering how the framework will be used across different HR and talent systems. We have also seen frameworks that might look good 'on paper' but break down when applied to different process such as 360-Degree feedback. So, whether you build or buy, make sure you get a framework that can be easily integrated with your HR and talent processes.

"A well-defined competency framework … is the blueprint for individual and organisational success."

HALO FEEDBACK

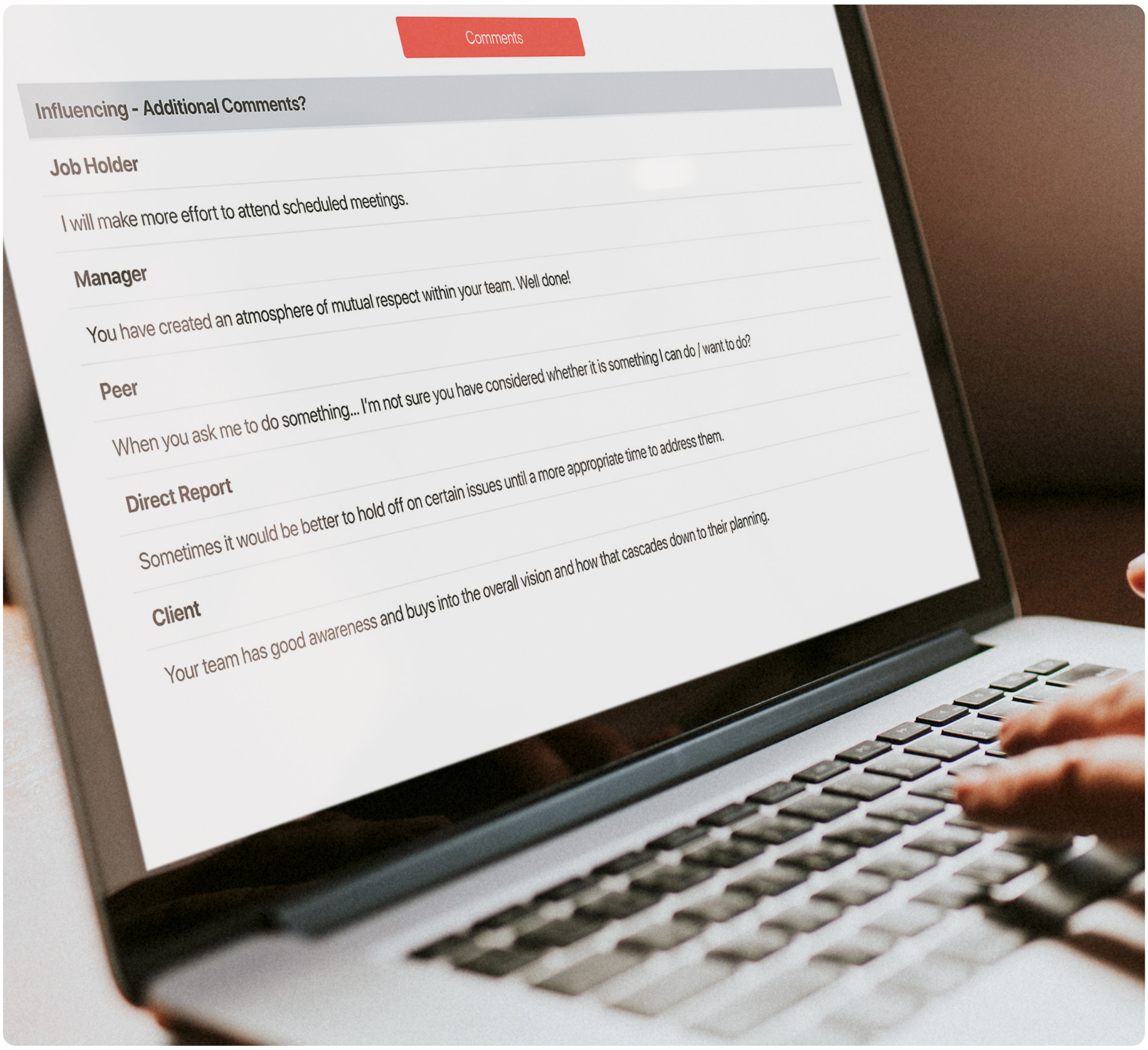
Configuring Your Survey

There's a number of attributes to consider when configuring your survey and a good technology platform will allow you to set these based on your specific requirements. Some of the more common attributes include:

Survey Scale

The survey scale you choose will depend on the particular use and purpose of the 360-Degree feedback instrument. The most common scales tend to be based on an effectiveness or frequency rating. Effectiveness ratings ask feedback providers to evaluate how competent someone is. Frequency scales ask respondents to provide feedback on how often and consistently they see the behaviours demonstrated. Effectiveness ratings are often used when assessing competencies ahead of a development program. This allows the individual to determine their strengths and opportunities for improvement leading into the program. A frequency scale may be used to periodically assess an individual's performance and development opportunities based on competencies relevant to their current role. This allows an individual to obtain feedback on how consistently they demonstrate job relevant competencies. Remember someone may be competent in a particular area but not always display the relevant behaviours.

Most scales are presented as a Likert scale based on 5-7 rating options. An alternative approach is the use of 'levelled' competency statements. This involves creating a framework that shows a series of descriptors for each level of proficiency. For example, descriptors may show a competency at basic, intermediate, advanced, and expert level. The respondents simply select the level that best describes the capability of the individual being assessed. The drawback with this approach, is that it doesn't provide the same level of detail as a Likert scale (i.e., specific behavioural indicators) and therefore may be more difficult to work with for development.



Comments and Open-Ended Questions

In addition to fixed response items such as a Likert scales, most surveys include the option to provide free text comments. These are typically presented in two ways. The first is comments by competency which allows someone to provide specific feedback on each competency. This is generally optional for respondents but allows them to 'explain' ratings. The second is to include open-ended questions at the end of the survey that allow respondents to describe key strengths and development areas. Comments add colour and context to the feedback. They can often help the participant quickly identify key themes.

"A good technology platform will allow you to include multiple stakeholders…"

Respondent Groups

You will need to determine the groups that will respond the survey. In most cases this includes self, manager, direct reports, and peers but there may be other internal and external stakeholder you wish to include. A good technology platform will allow you to include multiple stakeholders and customise the labels in line with terminology that is familiar to people in your organisation.

In addition to identifying the respondent groups you will need to determine how respondents are selected i.e., will participants be able to select their own respondents or will managers have input and/or ultimate sign off on the list. In our experience, a blended approach often works best but this will always depend on the situation. A blended approach is where participants work with their manager to refine and finalise the list. Keep in mind that if managers are required to review and approve the respondents, it can take longer to set up the surveys. We do not recommend managers select respondent without some input from participants. This can quickly erode trust in the overall process.

You will also need to determine the anonymity threshold for each group. An anonymity threshold is used to protect the anonymity of feedback providers. It refers to the number of respondents within a particular group who must respond before their results are shared with the person receiving feedback. In most cases the anonymity threshold is set at 2 or 3 with the exception being the individual's direct manager and their own self-assessment. If a particular group does not meet the threshold, the individual data is still counted in the summary of all other data, but not reported separately.

Release of Reports

A good technology platform will allow you to determine how and when reports will be released. For example, will individual reports be available as soon as all respondents have provided feedback or will there be a point at which reports are released for multiple participants. You will also need to determine who has access to the reports and whether the participant will receive a debrief on the results with their manager, HR or an external coach. If a debrief is to be provided, ensure that the person giving the feedback is trained and familiar with the process and report format. Don't assume that managers will be able to do this without any training or guidance.

Another option is group feedback. A group feedback is typically a 3-4 hour session facilitated by a skilled debriefer who walks participants through the report and provide tips and guidance on how to interpret and action the results.

You might also like to refer to the next section which addresses other survey design and configuration elements.

System Considerations

As already noted, technology is the most common way 360-Degree feedback surveys are deployed and managed these days. That does not mean that all technology systems are created equal. You will need to identify the right tool to deliver your specific survey and feedback requirements. Broadly speaking you will want technology that allows you to:

- Build and configure surveys.
- Launch and administer surveys.
- Gather feedback using multiple devices.
- Report results online and in PDF formats.
- Link to other development tools and resources.

Some other technology considerations include:

- Access to different delivery modalities such as desktop, mobile and tablet.
- Security and privacy requirements including compliance with international standards such as GDPR.
- Internal IT protocols and requirements. We strongly recommend testing the survey before formally launching.
- Access to customer service and support, particularly if deploying across multiple geographies.

"We strongly recommend testing the survey before formally launching."

Planning for Survey Fatigue

Survey fatigue is a growing challenge for organisations implementing surveys such as 360-Degree feedback. Survey or rater fatigue occurs when participants and respondents feel overwhelmed by the volume and regularity of surveys across the organisation. When survey fatigue hits, respondents can lose interest in surveys and as a result provide substandard responses. There's a few practical things you can do to minimise the risk of survey fatigue when implementing a 360-Degree feedback process.

- Have we mentioned the importance of communication? A well thought out approach to communication can help to build interest and excitement as well as reinforce the purpose and importance of the process.
- Consider any other survey-based projects that are underway or planned across the organisation. Surveys are used for a variety of purposes these days so consider other areas of the organisation that might be planning to run a survey.
- Don't make the surveys too long. As a guide, surveys should take around 15-20 minutes to complete. This equates to around 50 survey items plus some open-ended questions. While it is tempting to include several competencies and related items, try to focus on those that will have the most impact and relevance for the participant, team and organisation. As a guide 10-12 competencies with 4-5 behavioural indicators/items per competency is about right. If you need to include more competencies and items, make sure to set the expectation up front with participants and respondents.
- Stage the rollout. Sometimes it makes sense to stage the rollout of surveys so that no individual is required to respond to too many surveys. This is particularly so for leaders who will often need to respond to surveys for themself, their team members, and peers.

Part 3

IMPLEMENTING YOUR 360-DEGREE

“We all need people who will give us feedback. That’s how we improve”.

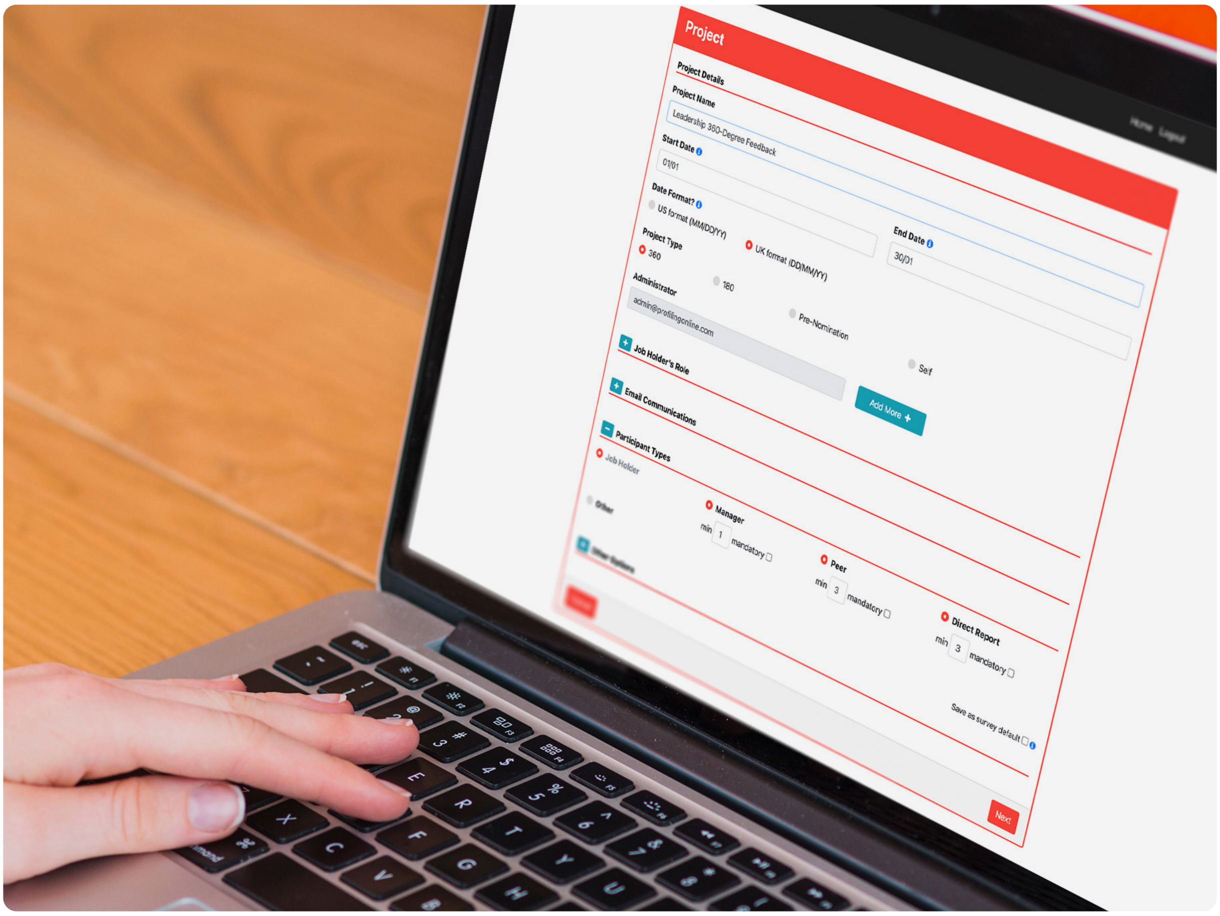
-Bill Gates

Based on everything covered so far, you should be ready to go and in a great position to maximise the impact of your 360-Degree feedback process. Here’s a few final questions and action to consider in terms of the launch process, reporting, and the all-important follow up actions.

Launching the Survey

Is there a good or bad day to send out invitations?

Various organisations have done research into the best day to send out invitations to complete a survey. The bottom line is sending out surveys on a weekday at low-peak times (early mornings, lunchtime, and late afternoon) is the best day and time to send a survey. In essence, you're looking for times when the survey doesn't get lost with other work-related emails and users will have more time on their hands to complete it. In addition to these general guidelines, you need to consider what else is going on in your own organisation. For example, is there any reason people might be off work or unable to check email? Are there any other activities or distractions going on that could make this a bad day to send out the invitations?



"Your technology platform should be able to provide status reports on completion levels by group and individual."

How long should I give people to complete the surveys?

We touched on this earlier in the guide but generally 2-3 weeks is the recommended timeframe. Just keep in mind when mapping out your timeline that some responses will come in after the anticipated close date. With that in mind you might need to build some additional time into your plans.

When should I expect surveys to be completed?

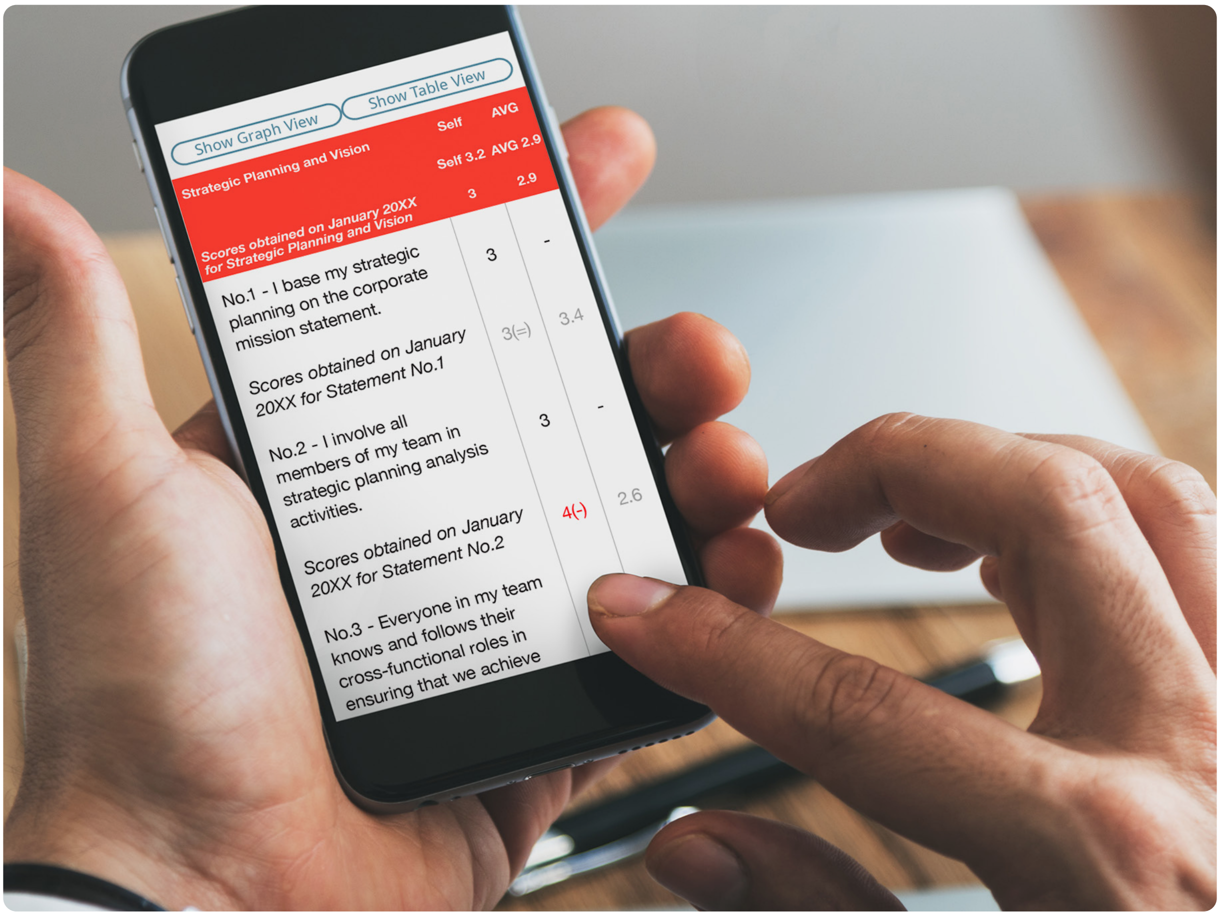
Research and experiences tell us that a lot of survey responses will come in on the last few days. That is human nature. With strong communication and reminders, you can try to minimise this but don't be too concerned if surveys are slow to come in after the initial launch.

When should I send reminders?

To start with, a weekly reminder is sufficient. As you get closer to the close dates, you should increase the frequency and urgency of the reminders.

How do I keep track of completion?

Your technology platform should be able to provide status reports on completion levels by group and individual. This will allow you to also target any reminders and follow up.



Working with the Reports

Should we Use Online or PDF Reports?

PDF reports will always be available and popular, but online interactive reports can provide options and functionality that are simply not available in a static PDF format. With online interactive reporting, individuals and feedback providers can easily manipulate data and views according to their specific needs. They can also navigate different parts of the report quickly. Working online also allows you to more readily integrate with other systems such as development planning, development resources and ongoing pulse checks. The other benefit of interactive online reporting is the ability to access reports anytime, anywhere using multiples devices such as mobile phones and tablets.

What are the Key Data Points to Look for in a Report?

It's a good idea to provide participants with some guidance on how to navigate the report and interpret key findings. Otherwise, participants can be overwhelmed by the amount of information. In our experience it's better to start at a high level and look for themes at a competency level before digging into the detailed results by item or respondent group. Start by looking at the competency summary, top and bottom items, and open-ended responses. Looking at these data points will give participants a good sense of overall strengths and areas for improvement. It will also highlight any key differences between self and other ratings.

From there participants can work through each competency in more detail, looking at individual items and differences across respondent groups.
Things to look for include:

- Range of scores – what is the level of consensus within a group for each item.
- Different perspectives based on different respondent groups – do certain groups have different views on a competency or behaviour and what implication does this have.
- The relationship between certain items/behaviours and groups – e.g., if you are considering items related to people management, you might focus more on the direct report responses.

“Don’t lose sight of strengths. Research shows that a small improvement in strengths may have more impact than trying to change weaknesses.”

Actioning the Feedback

What should a participant consider when planning for action or development?

Identifying areas to focus on can be a little daunting. Here are a few things to consider at an individual and group level:

- Focus on priorities that are important to the business and role (refer below).
- Consider the developability of certain competencies and behaviours. Some competencies and behaviours will be harder to develop and require more effort to change.
- Consider how to adjust different behaviours for different groups. It’s not always a one size fits all approach.
- Don’t lose sight of strengths. Research shows that a small improvement in strengths may have more impact than trying to change weaknesses.
- Reflect on personality attributes and drivers which might be influencing your behaviour. These are often more difficult to change and therefore may demand better personal management.

- Consider what is achievable – in some cases it may come down to managing certain behaviours rather than trying to change or develop multiple skills and behaviours?
- Target specific behaviours. Don't take on too much. Sometimes the adjustments needed are very specific rather than trying to change a whole competency.

The assessment process is nothing more than a 'point in time' view of capabilities and that view will change over time. We strongly recommend a formal development plan be part of the feedback process. This plan should include specific goals, targets and development activities.

How Do I Link Feedback Results to Business Priorities?

There's a couple of things you can do to ensure the feedback results and actions are linked to business and role priorities. The first is using an importance rating. At Halo Feedback, we use a simple framework within our platform to help individuals and organisations understand the relationship between what is important and what they bring to their role. The importance rating is typically captured by the individual and their manager. The use of an importance rating brings focus to the feedback. It looks at feedback results in terms of how important capabilities are to one's current or future roles. Without an importance rating an individual and their leader will often default to areas that are considered 'weaknesses'. With access to the importance rating the individual and manager may deprioritise a particular capability if it is not as important to their current and/or future success. The second thing is more qualitative and involves constantly reviewing the results in terms of what implication it will have for performance against business and role priorities. This is where a 'trained' feedback provider can be helpful. They will probe and challenge an individual to look at the results in the context of what they are being asked to achieve.

“The value of feedback is ultimately in what you do with it...”

Follow Up Support and Reinforcement

The value of feedback is ultimately in what you do with it and performance improvement and development should always be a goal of 360-Degree feedback. That is why it is important to have development resources and actions in place to support participants and groups. Ideally you will create direct links to development planning activities and provide participants with access to competency-based development resources. Good technology platforms can link these tools to the 360-Degree feedback reports.

Pulse Surveys and Retesting

Pulse surveys allow individuals to assess progress, typically in a subset of behaviours over time. They are commonly used as a follow up to a more comprehensive 360-Degree feedback process and bring focus and accountability to development actions and performance improvement.

We are often asked how frequently someone should be reassessed using a 360-Degree feedback process. In our experience, the best timeframe is somewhere between 12 to 18 months after the initial assessment. This gives the individual, manager, and organisation sufficient time to create and execute the development plan and activities identified in the initial assessment. It will also allow for any changes to the role and competencies that might impact the role and individual. An effective reassessment project will include reports that allow users to see change in their levels of proficiency over time.

The Role of the Manager

The manager is perhaps the most critical resources in anyone's learning and development journey and there is a number of things they can do to support a participant before, during and after at 360-Degree feedback process.

- Engage, encourage, and support individuals through all stages of the 360-Degree feedback process.
- Provide one-on-one coaching to participants.
- Make available relevant learning and development resources.
- Provide opportunities to practice and apply new learnings.
- Regularly check in on development progress.
- Empower employees to own their development.
- Act as a mentor or provide access to mentors within the organisation.

In our experience the post-feedback process should involve more frequent conversations with the manager, so it is important to make sure managers understand their role and are equipped to support individuals beyond the formal feedback process.

"[Managers should] engage, encourage, and support individuals through all stages of the 360-Degree feedback process."

The Power of Group Data and Insights

Aggregate reports and data insights should be part of any 360-Degree feedback process. Individual reporting, while extremely beneficial to a participant, is only one part of the reporting picture. Executive and key stakeholders should have access to group data and insights that can inform team and companywide actions. You should be able to view different breakdowns of the data based on the type of survey, geography, and other organisational demographics.

The type of information you can access in group data insights includes everything you can get in an individual report plus:

- Results by competency (comparing self and others).
- Group strengths by competency.
- Group development priorities by competency.
- Group competency gaps.

This information is invaluable and when linked to business priorities can bring focus to group and companywide development activities.

Part 4

THE EVOLVING WORLD OF EMPLOYEE FEEDBACK

"Just as customer feedback has transformed the customer experience, employee feedback is transforming the employee experience".

-Josh Bersin

Traditional 360-degree feedback and even the current applications of pulse survey tend to be tied to a specific event. That is, they occur at a moment in time based on a specific need such as cohort development, support for a leadership transition, or development/performance planning. These remain very relevant and important uses of multirater feedback (refer below). However, we are starting to see the emergence of continuous feedback systems that allow leaders and individuals to obtain feedback on an ongoing basis rather than just a point in time. This represents an exciting development in the field of feedback.

In essence, the needs of leaders and organizations are not episodic. They are ongoing and as the business and leadership landscape continues to evolve, leaders and organisations need ongoing feedback and support across a myriad of critical leadership moments. Those moments might be defined by a particular activity (e.g., a project meeting, or a one-on-one discussion) or broader domains of behaviour such as support, communication, and planning.

Ongoing feedback has always been important but gauging progress and performance in today's hybrid work context can be harder to achieve. Flexible and remote work is increasing, and this will drive a significant shift in the way leaders and employees engage with each other and obtain feedback. That is why continuous feedback mechanisms that are simple to use, engaging, and insightful will be critically important.

Does this Mean 360-Degree Feedback is No Longer Relevant?

Absolutely not. 360-Degree feedback plays a critical role supporting the growth and development of employees and leaders. 360-Degree feedback provides unique perspectives that are difficult to obtain through other types of feedback including continuous feedback systems.

1. Ongoing feedback can be very granular and harder to identify broad strengths and areas for improvement. While 360-Degree insights are taken at a particular point in time, they represent the dominant themes and perceptions of groups and respondents providing feedback.

2. For the same reason, 360-Degree feedback provides a powerful insight into an individual's brand or reputation within the organisation. A personal brand represents a person's values, drivers, and commitments. A 360-Degree feedback process can help individuals assess the degree to which they are living the personal brand they aspire to.

3. Work is made of macro and micro moments. Micro moments are those day-to-day moments such as a team meeting, a one-on-one conversation or key decision that have a profound impact on the performance and effectiveness of individuals, teams, and the organisation. Ongoing feedback is a perfect way to tap into these moments to see how people behave and the impact of their specific decisions and actions. Macro moments represent significant changes or events in a person's career. This might be a new job, a transition from one leadership level to the next or a pivot towards a new business strategy. These moments call for the deeper and broader level insights that come from a 360-Degree feedback. They are more diagnostic in nature and can provide important insights into strengths to leverage and areas for improvement and development.

4.6X

Organisations that embrace feedback are 4.6X more likely to have high-quality leaders and a strong bench.

-DDI

That’s a Wrap.

With more than 20 years’ experience behind us we are incredibly excited about the future and how feedback systems, like those at Halo Feedback, will continue to drive excellence in leaders, teams, and organisations. If you need any more information on running a 360-Degree feedback process, competency assessment or the future of feedback please check out our website at halo-feedback.com or contact us directly at info@halo-feedback.com.