

# Weekly10



WEEKLY10 BEST PRACTICE GUIDE

## 360<sup>o</sup> feedback

How to support your people's performance and development with a robust and unbiased feedback process.

# What is 360° feedback?

Self-reflection can be tough, that's where 360° feedback helps.

360° feedback (also known as multi-source or multi-rater feedback assessment) is the process of gathering other people's opinions to build a holistic, un-biased view of an individual.

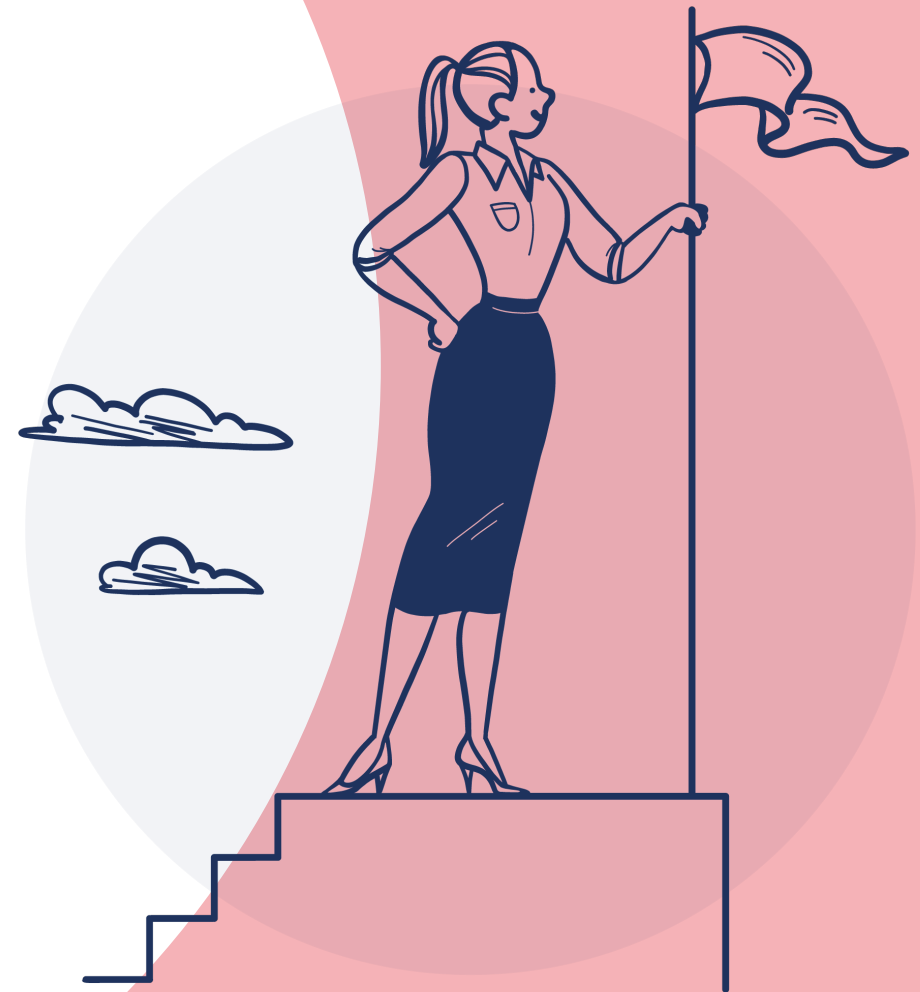
360° feedback shouldn't be used to judge a team-mate's performance. Rather, it's a way to help an employee understand how they're perceived at work.

This could be how approachable they are, or if they're willing to listen to others' opinions, or if their way of working is the most effective it could be.

**It's a way for individuals to understand their personal strengths and weaknesses using input those who work with them the most.**

You could ask for 360° feedback from managers, team-mates, subordinates, or one-off project peers. External suppliers or partners are also valuable feedback sources.

It gives employees and their managers a more rounded and complete view, highlighting positives or areas for improvements that managers may overlook or miss.



# 7 benefits of 360° feedback



01

## More reliable feedback from a wider range of sources

360° feedback provides well-rounded feedback from peers, reporting staff, colleagues, and managers and can be a definite improvement over feedback from just a single individual.

By collecting feedback from multiple sources, managers collect a more complete picture. Managers can't be everywhere at once, especially with the rise of hybrid working, so they can't possibly see everything.

Multiple sources of feedback also minimises the impact of biases – a considerable benefit in itself.

02

## Builds a feedback culture within your business

When colleagues are involved with feedback for their peers, it builds acceptance and expectations around feedback behaviours.

This helps break down barriers around giving and receiving feedback as a day-to-day process.

Feedback is critical to feeling engaged at work, and leads to better individual and team performance.

03

## Build trust and accountability in the team

A 360° feedback approach helps team members work together more effectively.

Multi-rater feedback makes team members more accountable to each other as they share the knowledge that they will provide input on each members' performance.

A well-planned process can improve communication, trust, and team development.

04

## Identify processes that hinder success

360° feedback is one of the best methods for understanding things that hinder your people being able to get their job done. Be that processes, technology, or people.

You may discover what stops employees from working successfully together and how your company's policies, procedures, and approaches affect or even block employee success.

05

## Reduce discrimination and bias risk

When feedback comes from several individuals in various job functions, the possibility of discrimination because of race, age, gender, and other factors is reduced.

The recency bias effect, where a supervisor rates performance based on his or her most recent interactions with the employee, is also greatly reduced.

06

## Improve customer service

Each person receives valuable feedback about the quality of their product or services, especially in feedback processes that involve internal or external customers.

This feedback should enable the individual to improve the quality, reliability, promptness, and comprehensiveness of these products and services they supply.

07

## Identify training needs

360° feedback provides comprehensive information about organisation training needs and allows planning for classes, online learning, cross-functional responsibilities, and cross-training.



# The challenges of 360° feedback

For every positive point made about 360° feedback systems, detractors can offer the downside.

The downsides are an important consideration because it gives you a road map of what to avoid when you implement a 360° feedback process.

The following are potential problems with 360° feedback processes and some solutions for mitigating them:

01

## Resistance to rate peers

Feedback collected during a 360° feedback cycle will not be valuable to employees or the company if reviewers fear the consequences of giving candid feedback.

Your people may be reluctant to give honest back if they haven't had the right training or experience or fail to understand the importance of the process. If your employees aren't comfortable giving feedback it could cause undue stress, especially if it's negative.

In addition, reviewees are likely to be concerned about how the feedback will be perceived and used, and its impact on future pay and promotion decisions.

**Solution:** You must prepare reviewers to provide feedback. Provide resources and training to reviewers to help them provide accurate ratings and useful, constructive comments. It is also important to select the right questions and rating scales, focus on attitude and soft skills rather than performance.

02

## Fear that employees might react badly to feedback

Receiving feedback, whether positive or constructive, can be a stressful experience. It's normal and to be expected. Manager's often fear how their people will react to negative or constructive feedback. However, the facts don't support that fear; research h shows that employees tend to prefer constructive feedback to praise.

**Solution:** The first step to success is clearly defining the purpose of 360° feedback and making sure people understand why you are doing it. Communicate the purpose of 360° feedback to all employees, the benefits to stakeholders and how the results will be used. Prepare individuals to receive feedback and provide feedback training to reviewers. Encourage reviewers to leave constructive comments.

03

### Concerns over anonymity

Reviewers often fear sharing uncensored peer feedback with their colleagues. They may well have concerns over whether their feedback will be anonymous, and be worried that the reviewee will find out what they wrote.

**Solution:** Be clear about the role anonymity will or won't play in your 360° feedback processes. Standard traditional practice is to make everything anonymous by default and leave it at that.

However, if you have a strong feedback culture where your people are happy to share openly, there is nothing stopping you from making 360° feedback open (or giving your reviewers the choice).

Open feedback is always more impactful in the long run, so if you can, look to move to sharing more openly.

04

### Inaccurate ratings because reviewers are overly positive the first time they take part

The first round of 360° feedback is not always objective because reviewers are often very lenient towards their peers.

If this happens, the rating distribution will be skewed and the results may be inaccurate. In addition, like any other appraisal processes, there are natural biases which can affect the validity of the ratings.

**Solution:** To resolve this, make it clear to your employees what you want to achieve. Explain how using 360° feedback will help them improve their leadership skills and performance. If the benefits are clear, employees will want to participate properly.

05

### Reviews focus on performance not growth

Whilst feedback can be useful for performance, 360° feedback assessments are most effective when used for growth and development purposes.

It should give the employee an idea of how their colleagues perceive them, rather than judge them on specific performance metrics which usually require input from their manager. Peers often will not have the necessary experience to rate their colleagues on their performance.

**Solution:** Always link 360° feedback questions to development and not performance. Cover skills that the employee can improve on in line with company values and desired behaviours.

# Who to ask for 360° feedback

360° feedback is also known as multi-rater feedback. This means it should be come from multiple sources. Typically, it's given by those who work directly with the person who's receiving the feedback. This can include supervisors, colleagues, direct reports, customers, and vendors.

It's best practice to include reviewers who've worked with the employee for six months or more. They'll have a more reliable understanding of the person's behaviour in various situations. Someone working under pressure will be very different to someone who's got longer deadlines, for example.

The objective of the 360° feedback will dictate who you ask to act as a reviewer.

People who are chosen as reviewers are often selected in a shared process by both the company and the employee.



# Tips for running 360° feedback well

## Ask the right people

- Collect feedback from a representative group of people. Aim for somewhere between 4 and 10 reviewers to build a well-rounded view.
- Collect feedback from the employee's superiors and more junior staff members.
- Ensure that respondents have been working with the employee for at least six months. The exception to this would be a 360° feedback request about a specific project.
- Ask the employee to complete a self-review element as part of the process for a broader view.

## Brief everyone in the process

- Assure reviewers their feedback will be kept anonymous if they would prefer that to be the case.
- Ensure that all employees know why the 360° feedback is being carried out.

## Review the feedback before sharing it

- Compile and analyse feedback data and generate a summary of the data to discuss during any performance conversation.
- Use the data to identify patterns and trends of perceptions of behaviour.
- Provide positive, constructive criticism and don't focus just on negative findings.
- Remember feedback given is often based on perceptions. This means they aren't necessarily accurate and are open to a range of biasing factors.

## Use the feedback to learn and develop

- Ensure that both the organisation and employee learn from the experience and that both work towards improvements for the company's good.
- Use feedback to shape development plans, set relevant goals and encourage future collaboration.
- 360° feedback should be part of a wider, continuous approach to performance and employee development.





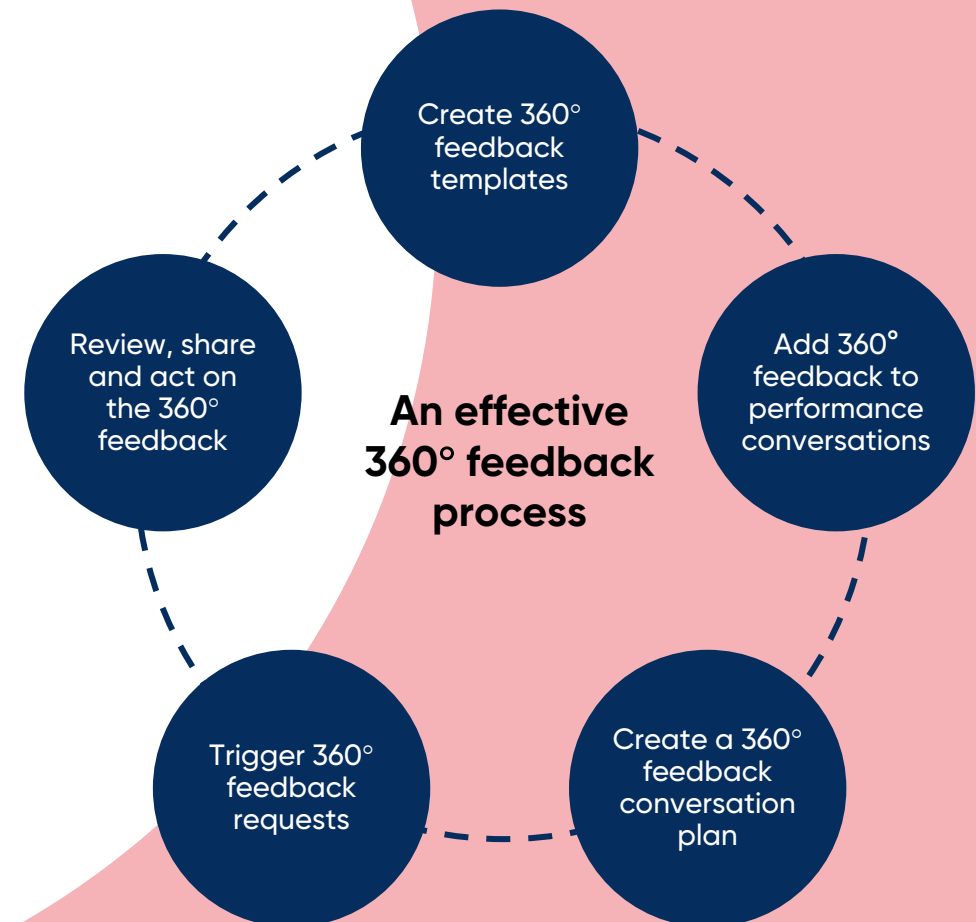
# Running an effective 360° feedback process in Weekly10

Using Weekly10's Conversation templates, your organisation can create templates that can be used to run an effective 360° feedback process.

This may be through a performance review type template or as a standalone process.

In Weekly10, feedback provided in a 360° can be:


- 01** Anonymous – feedback is not attributed to an individual
- 02** Optionally anonymous – feedback giver chooses whether they wish to remain anonymous
- 03** Transparent – the employee will see who provided feedback



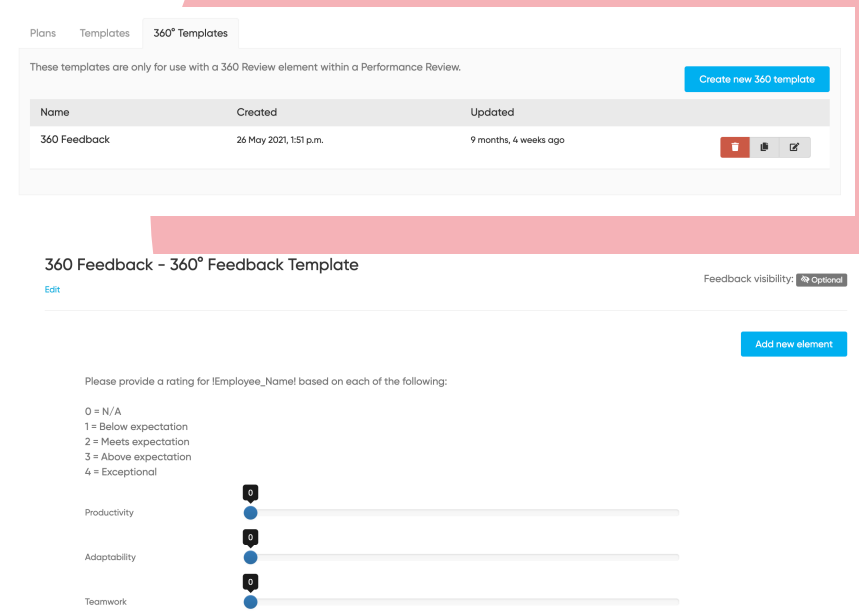
# 01

## Create a 360° feedback template

To create a new 360° template, as an admin:




- Go to the  icon and select Conversation Templates.
- Go to 360° Review Templates tab and click Create New 360° Template.
- Give your template a name and select whether you would like the 360° feedback visibility to be anonymous, transparent or optional.
- Click Create.
- Now it's time to create your 360° feedback content.
- Click to add a new element.
- Select the element type you want to add and input the required details for that element and click create.


Continue to add in as many elements as you want for your template. You can move your elements around by clicking and dragging the three dots on the left hand side.



Plans Templates **360° Templates**

These templates are only for use with a 360 Review element within a Performance Review. [Create new 360 template](#)

Name	Created	Updated	
360 Feedback	26 May 2021, 1:51 p.m.	9 months, 4 weeks ago	  

**360 Feedback - 360° Feedback Template** Feedback visibility:  Optional

[Edit](#) [Add new element](#)

Please provide a rating for |Employee\_Name| based on each of the following:

0 = N/A  
1 = Below expectation  
2 = Meets expectation  
3 = Above expectation  
4 = Exceptional

Productivity  0  1  2  3  4

Adaptability  0  1  2  3  4

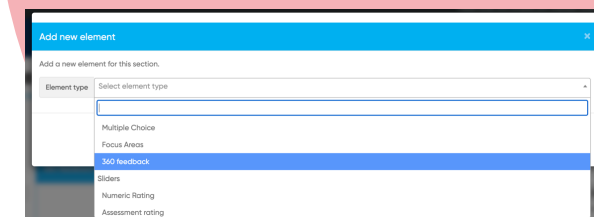
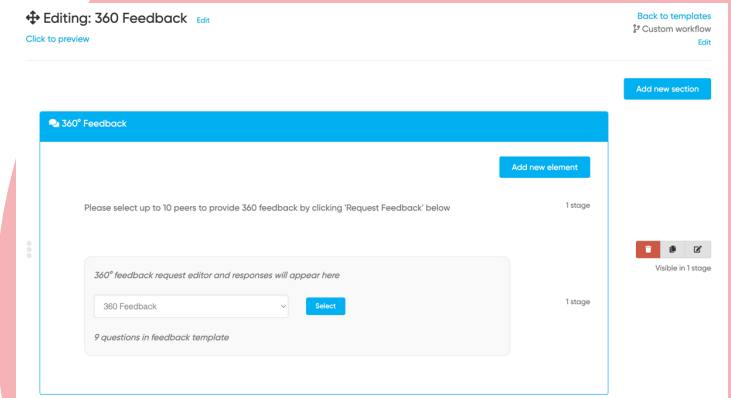
Teamwork  0  1  2  3  4

## 02 Adding 360° feedback to your performance conversations

When you're happy with your 360° template you'll need to create a Conversation Template to use it on.

- Click to go back to Conversation template Configuration dashboard, and select your chosen template
- To **add 360° to an existing template** go into the template and click to add in the 360° element. You can then select the 360° Template you have created from here.
- To **create a new template** for the 360° to appear in, click create a new template.
- Go to the conversation template configuration dashboard and click templates tab
- Click to create new template
- To start with you will need to create a section. Click Add Section and give your section a name or description.
- Input any introduction text you wish to add.
- If you have a custom workflow, select the stages you wish this section to appear in.
- Select those employees who you wish to be able to view the section.
- Now your section is created you can start to add in your content.
- Click to add new element.
- Select the 360° element and input/set the required details for that element including the access and stage visibility.

Continue to add in as many sections and elements as you want for your template.




## 03 Creating a 360° feedback conversation plan

When you are happy with your template you can now create your plan which will bring it to life.

- Give your plan a name
- If you want the review to only be used by a specific department select which one from the optional department box. If you want it to be available to all leave the default all option.
- Next select the template you have created.
- Now select how you would like the template to be generated from the available options: ad hoc, specific dates, repeating, employee start date.

Your plan will now be created but be in draft status. To launch the plan simply click on the draft status icon and change it to live.

Your template which includes your 360° will now be live and will run to your required schedule including any custom workflow actions



Plan name 360 Feedback

Departments Select departments

Template 360 Feedback

Key Statistics (optional) Select key statistics

Key statistics will appear on the dashboard for this review plan.

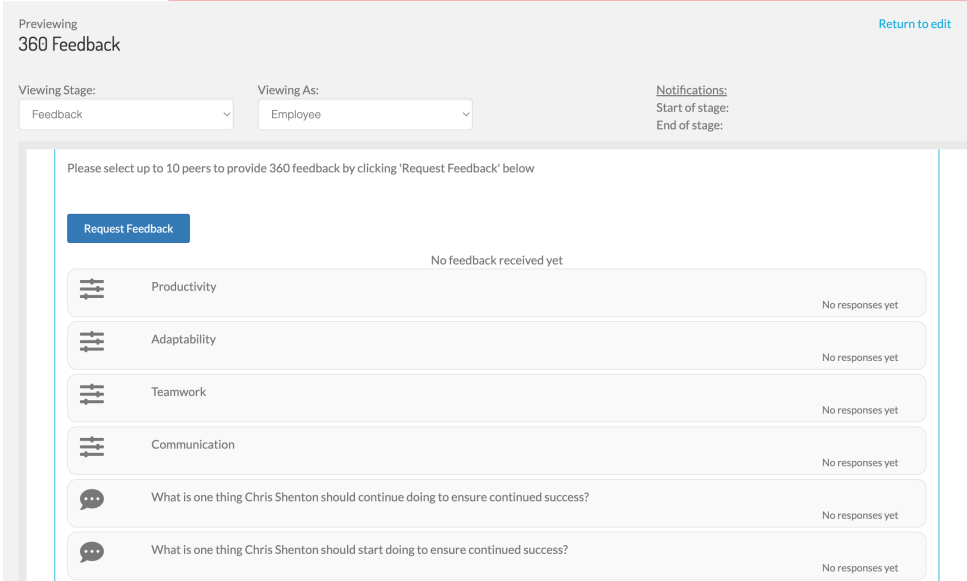
Add to org and department dashboards  
When selected and the plan is live, a summary of this plan's status will appear on dashboards.

## 04 Requesting 360° feedback

Both employees and managers can request 360° feedback from peers (depending on the template custom workflow permissions). You are also able to request feedback from external people who do not have Weekly10 accounts.

To select people to invite and provide feedback:

- Click on the 'Request Feedback' button from within the conversation template.
- Select users from the available drop-down options or search them by name. You will be able to select anyone from within a direct team, department or the organisation as a whole by default but you may have also been provided with specific instructions by your admin users- please follow these as appropriate.
- You may select multiple people at the same time or choose to add in further people later
- If you are able to invite external users to provide feedback then an email box will also be visible where you can enter semi-colon separated email addresses (i.e: person@company.com; person2@company.com)
- To send your requests click 'Request Feedback'. Invites will be sent automatically to each reviewer.



Previewing 360 Feedback [Return to edit](#)

Viewing Stage: Feedback Viewing As: Employee Notifications: Start of stage: End of stage:

Please select up to 10 peers to provide 360 feedback by clicking 'Request Feedback' below

[Request Feedback](#)

No feedback received yet

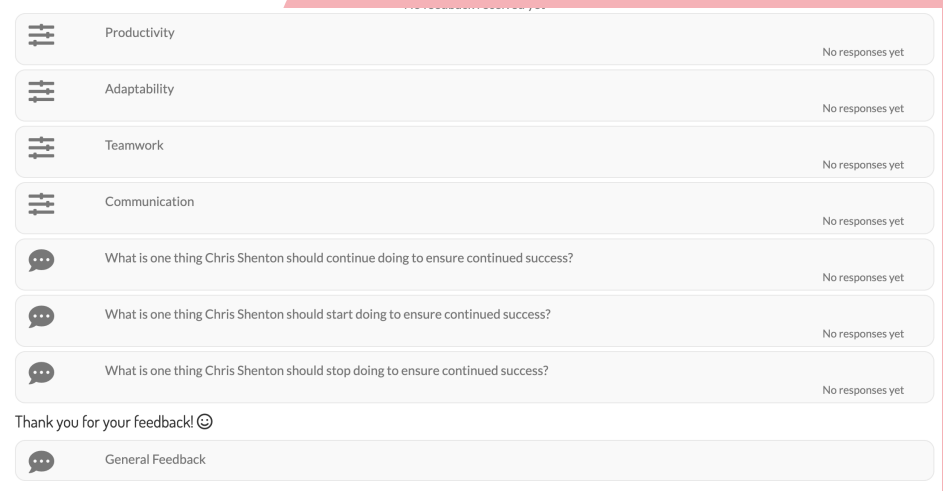
Productivity	No responses yet
Adaptability	No responses yet
Teamwork	No responses yet
Communication	No responses yet
What is one thing Chris Shenton should continue doing to ensure continued success?	No responses yet
What is one thing Chris Shenton should start doing to ensure continued success?	No responses yet

## 05 Review and share 360 feedback

Once your 360° feedback starts to come in, you will need to review the feedback and decide how to use it moving forward.

- You can review the feedback at any point, however based on the workflow of the process that you're following you may also receive a notification to tell you to review your feedback.
- Access the review from either the notification or from the 'My Updates' screen, again selecting the 'My Reviews' tab.
- You will see any feedback listed with average or aggregate feedback scores and comments.
- Based on whether feedback was provided anonymously or not it may list the provider of each feedback too.
- Clicking on 'View responses' will show a breakdown of the detail from each respondent.

From here managers can decide whether to include the feedback in the final draft of the conversation meeting or not.



Productivity	No responses yet
Adaptability	No responses yet
Teamwork	No responses yet
Communication	No responses yet
What is one thing Chris Shenton should continue doing to ensure continued success?	No responses yet
What is one thing Chris Shenton should start doing to ensure continued success?	No responses yet
What is one thing Chris Shenton should stop doing to ensure continued success?	No responses yet
Thank you for your feedback! 😊	
General Feedback	

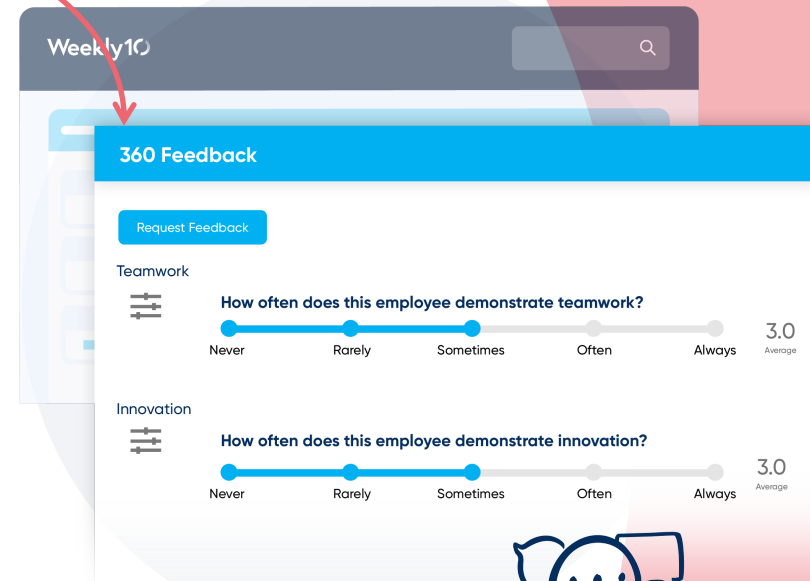
## 360° feedback in Weekly10

360° feedback is super simple to set and use in Weekly10. We're here to help you get started.

If you're interested in knowing more, drop us an email on [support@weekly10.com](mailto:support@weekly10.com) or check out [weekly10.com](http://weekly10.com)

If you're already using 360° feedback but would like any support at all, please reach out.

We're here to help.



For industry insights, head to [weekly10.com/resource-hub](http://weekly10.com/resource-hub)

For more info on Weekly10 check out [weekly10.com](http://weekly10.com)