



PO Box 972, Whittlesford, Cambridge CB22 4WQ
tel.: 01223 839476, www.engauge.co.uk

Implementing 360 Degree Feedback FAQ

What media can be used to conduct 360 Degree Feedback?

360 can be implemented on paper, using a stand alone computer running 360 feedback software or on a web based system either on the internet or on the company's internal intranet - although the latter may prevent people from outside the company (customers or associates) from participating.

Can I do 360 Degree Feedback on paper?

Yes. But the time and effort required to send out questionnaires, chase them up, transcribe the answers and compile the reports is generally prohibitive. Added to which there is the risk of clerical errors and respondents may feel that handing in a paper questionnaire they have filed in may compromise their anonymity.

Why use Internet based 360 Degree Feedback?

Convenience, speed and cost. You can choose respondents anywhere in the world who have web access and you can monitor progress in filling in forms. Reports can be easily delivered electronically and there is no chance of clerical errors. Furthermore there is no need to install any additional software on your own computers as a standard web browser is all that is required.

What is the hardest part of implementing 360 Degree Feedback?

Without doubt the hardest part of the process is making sure that people fill in their forms! Using an internet based 360 Degree Feedback system allows you to keep an eye on progress and send reminder emails with ease.

What is the ideal number of respondents for 360 Degree Feedback?

It is important to strike a balance between having enough respondents to give representative feedback and making too much work for not enough benefit. Bear in mind that if you are running a 360 Degree Feedback project and you have too many respondents for each subject then a large number of questionnaires will be generated and there is a risk that people will become tired of completing them. Also some subjects may feel that there are insufficient people who know them well enough to give quality feedback. All things considered eight respondents (including the manager) is usually about right.



PO Box 972, Whittlesford, Cambridge CB22 4WQ
tel.: 01223 839476, www.engauge.co.uk

What are good questions to ask in 360 Degree Feedback?

360 Degree Feedback questions should always centre around observable behaviour rather than subjective things which are hard to accurately assess.

What makes a good 360 Degree Feedback Questionnaire?

First of all the questions should be objective - and ask about easily identifiable behaviour rather than subjective points of view and attitudes which are hard to quantify. The questions must be unambiguous and easy to understand by the respondents. They must be objective and non-emotive. And they must elicit information that is useful to the candidate.

How long should the survey be?

This is a matter of balance between having sufficient questions to cover all the relevant points and having so many that they become time-consuming to complete. In practice each competency needs a minimum of 3-6 supporting questions and the full questionnaire is likely to be somewhere between 40 and 60 multiple choice questions and a couple of free questions as well.

What makes a good 360 Feedback Report?

The simpler and more transparent the better. It is important that the candidate can easily see where the results have come from and focus on the points that have been raised. It is a big mistake to attempt to over analyse the data because it over-complicates and reduces the impact of the feedback.

Is it necessary to customize the survey or are standard questionnaires OK?

It depends. For most professional positions the competencies required are well documented and good-quality off-the-shelf questionnaires are available. However, if the organisation has its own particular house style or the job is a very specialised one then customised questionnaires may be required.

What is the best way to select the respondents?

The two most important factors are that they know the candidate sufficiently well to be able to answer the questions with some degree of authority and that they will be honest. They should be people who the candidate trusts and respects, they should be from a cross section of the people that the candidate comes into contact with and they should not be under any pressure to mark in any particular way.



PO Box 972, Whittlesford, Cambridge CB22 4WQ
tel.: 01223 839476, www.engauge.co.uk

How often should 360 Degree Feedback be performed?

As a rule of thumb something between 6-12 months should be the minimum period between repeating the exercise.

Who gets a copy of the feedback report?

In all cases the candidate should get a copy of the report for his or her development. In many cases it will not be appropriate for the direct manager to see it unless the candidate chooses to show it, but it is advisable for an experienced facilitator mentor should have a 1-2-1 feedback session to help the candidate work through the issues raised.

How do I write good questions for the 360 survey?

Good questions must be based around a solid competency framework. They must be objective, non-emotive and relate to observable behaviours. They must also be pitched at a level of competency appropriate to the candidate's seniority.

How do I know if my organisation is ready for 360 Degree Feedback?

360 feedback works best in a supportive honest climate. Introducing it into an organisation that runs a blame culture is not appropriate.

How do you introduce 360-degree feedback to a potentially resistant organisation?

Like all change management 360 feedback has to be introduced appropriately and at the right time. A discussion of all the issues is outside the scope of this FAQ.