

**Managing the neglected
element of organisational
performance - A Guided Self
Assessment Tool (GSAT) for
360 feedback processes**

Overview

For the purposes of performance management, the performance of people at work can be divided broadly into two components:

Functional performance	eg. Budget results, sales levels, projects completed, etc)
Behavioural performance	eg. Leadership capability, reliability, communications skills, etc)

360 degree feedback can only be used for behavioural aspects of performance

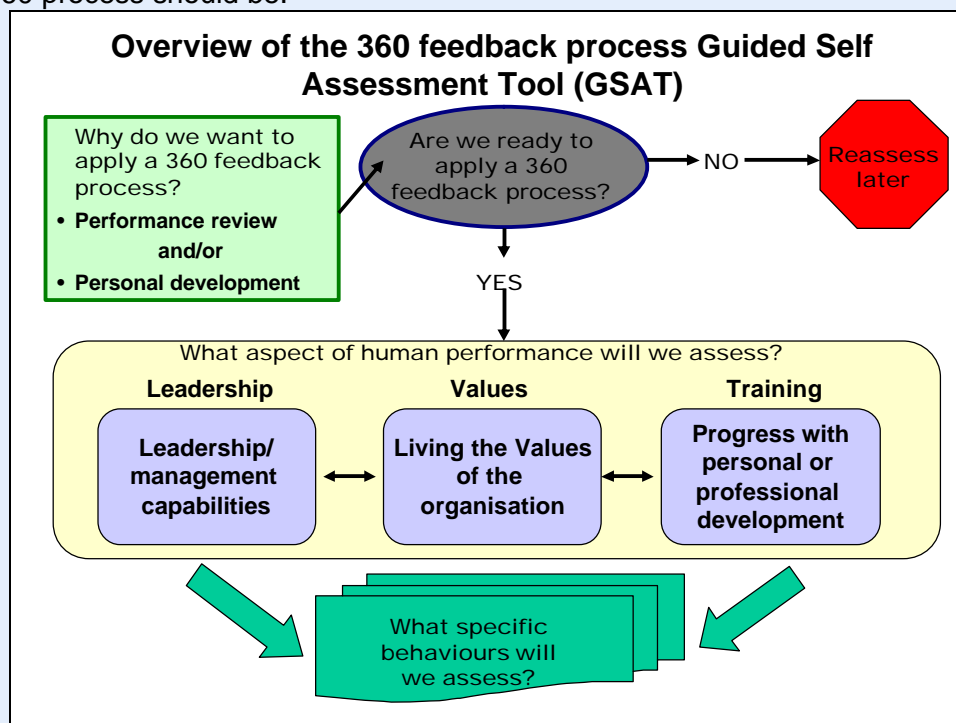
Research and experience tell us that behavioural aspects of performance can be as important as functional aspects of performance. For this reason, most good performance management systems include both aspects.

What is 360 degree feedback?

360 degree feedback is a process which gives individuals an insight into the way others perceive their performance based on their workplace behaviours.

About this GSAT

This GSAT will enable you to determine whether the 360 feedback process will be a useful addition to a performance management process and, if so, what the content of the 360 process should be.



The three most common applications of 360 feedback processes relate to:

1. Assessment of leadership capability
2. Assessment of behaviours consistent with organisational Values
3. Assessment of progress on a development program

The process of embedding these assessments into the ongoing performance management process in an organisation is outlined in the Appendix.

How to use this GSAT

The aim of this Guided Self Assessment Tool (GSAT) is to enable you to plan, implement and performance manage a 360 feedback process from inception to implementation.

- Step 1:** Specify the purpose of the 360 feedback process – incentive or development.
- Step 2:** Assess organisational readiness to conduct a 360 feedback process.
- Step 3:** Decide the capabilities you want the 360 feedback process to measure.
- Step 4:** Develop the content of the 360 feedback process - the specific behaviours you will assess within each capability.

Note: the iedex 360 feedback process operates at three levels of detail:

Capability – Attribute – Behaviour. This is abbreviated to the CAB system.

As an example:

Capabilities	<ul style="list-style-type: none"> ? Communication ? Leadership ? Value alignment ? Change driver
Attribute	<p>For example, the “Leadership” capability DHS could comprise the following Attributes:</p> <ul style="list-style-type: none"> ? Coaches effectively ? Demonstrates self leadership ? Excels at teambuilding ? Communicates effectively ? Leads people well
Behaviour	<p>For example, to assess the Attribute “Demonstrates self leadership” the following behaviours could be assessed:</p> <ul style="list-style-type: none"> ? Maintains a healthy balance between professional and private commitments ? Models professional work practices ? Continuously seeks self improvement ? Readily accepts responsibility for own mistakes

GSAT Element 1

Specify the purpose of the 360 feedback process

Overview

The function of this element is to specify the purpose of the proposed 360 feedback process. This is important because the purpose will influence the manner in which the process is conducted.

1. What is the purpose of the 360 feedback process?

Select one or both options

Personal and/or professional development

Formal performance review:

? Assess entitlement to bonus/ other performance incentives

? Assess promotion suitability/ career change option

2. Are many staff at the same level being assessed at the same time?

NO

YES



A. If YES, what is the likelihood that they will collaborate on scoring levels (in an attempt to ensure bonus/performance incentives are paid – “you scratch my back and I’ll scratch yours”)?

LOW

MEDIUM

HIGH



B. If HIGH, what action will be taken to minimise the likelihood/impact of this?

3. What weighting will be given to the responses of different observers?

- A. **Equal weighting** – preferred option for personal development 360 processes
- B. **Differential weighting** – preferred option for formal performance review:

Manager = %
Peers = %
Staff = %

4. Will the participants be entitled to select their own Observers:

- A. **Yes**, they can select people whose judgement they value – preferred option for personal development.
- B. **No**, observers will be allocated to them – preferred option for formal performance review.

5. If observers are to be allocated, does this apply to all observer groups?

Manager/s	<input type="checkbox"/> YES	<input type="checkbox"/> NO
Peers/colleagues	<input type="checkbox"/> YES	<input type="checkbox"/> NO
Staff	<input type="checkbox"/> YES	<input type="checkbox"/> NO

6. Who will inform them of these decisions (1-5) and when?

GSAT Element 2:

Assess organisational readiness for a 360 feedback process

Overview

The purpose of this element is to identify whether the feedback maturity of the organisation will support an honest, informative, useful 360 process.

Organisational readiness can be assessed using the following list of factors:

1. We have conducted 360 feedback programs successfully before	<input type="checkbox"/>
2. We have a culture of providing open honest feedback to people face to face. We “protect the absent” – there is very little talking about someone behind their back.	<input type="checkbox"/>
3. The 360 degree feedback process has the support of the CEO and/ or the most senior manager in this Section.	<input type="checkbox"/>
4. The 360 degree feedback process has the support of the participants – there is unlikely to be passive/active resistance.	<input type="checkbox"/>
5. The observers (manager/s, peers/colleagues and staff) have been exposed to the behaviours of the participant for at least 3 months	<input type="checkbox"/>
6. The participant and the observers (manager/s, peers/colleagues and staff) see workplace behaviour as an important performance issue.	<input type="checkbox"/>
7. A culture of personal and professional development exists in the organisation – the results of the 360 feedback process will be put to good use.	<input type="checkbox"/>
8. The organisation is big enough to benefit from a 360 feedback process (is not so small that talking around a table would do a better job).	<input type="checkbox"/>
9. We are clear about our strategic and business performance requirements and the impact these have on the required behaviours of our managers and staff.	<input type="checkbox"/>
10. We are committed to doing this regularly so we can benefit from cumulative experience with the process – this will not be a once-off “fad”.	<input type="checkbox"/>

Taking each factor as constituting 10% of the total, our readiness for a 360 process is: %

We will deal with negative factors by:

GSAT Element 3 (a)

Identifying the leadership component of a 360 feedback process

Overview

The function of this element is to specify the model of leadership that will be assessed through the 360 feedback process. Once this model has been selected, the capabilities, attributes and behaviours consistent with this model can be easily created or selected from a statement database. (For example, the *iedex* database of statements contains over 1,200 items from which to select).

Most leadership frameworks/models used by organisations are, in fact, a combination of leadership and management – representing “the leader-manager”. For example:

Typical leadership attributes (EXAMPLES ONLY)	Typical manager attributes (EXAMPLES ONLY)
<p>Strategy and direction Creates a sense of purpose and direction Models organisational values Inspires people</p> <p>Thinking and judgment Thinks strategically Shows good judgment Is creative and innovative Possesses strong common sense</p> <p>Relationship development and interpersonal skills Builds strong internal relationships Builds strong external relationships Enables cooperation/ collaboration Establishes partnerships Values diversity Coaches and develops people</p> <p>Personal attributes Demonstrates integrity Shows personal courage Is curious and energetic Displays resilience Is committed to personal development</p> <p>Communication Communicates clearly & convincingly Listens well Negotiates effectively</p>	<p>Priorities and performance Focuses on quality Prioritises work effectively Drives performance improvements</p> <p>Change Recognises problems/ challenges Manages change effectively Communicates change requirements effectively</p> <p>Performance planning Understands the business strategy Ensures a focus on objectives Thinks beyond the current program of work</p> <p>Manages resources Assembles/ integrates resources as required Organises roles Manages processes effectively</p> <p>Manages people Manages teams well Delegates effectively Motivates staff well</p> <p>Delivers results Always follows through on initiatives Is focused on deliverables Measures results rigorously</p>

1. Have we identified the capabilities and attributes required for this “leader-manager” 360 feedback process?

Leadership attributes:

Manager attributes:

Personal attributes:

Attributes based on organisational values:

2. Have we agreed the behaviours that will best represent the attributes?

With the participants

YES

NO

With the senior manager/CEO

YES

NO

With the HR Manager

YES

NO

GSAT Element 3 (b)

Identifying the organisational Values/behaviours component of a 360 feedback process

Overview

The function of this element is to specify the Values you want to reinforce in the organisation through the 360 feedback process. Once these have been selected (assuming you do not want to assess all Values), the behaviours consistent with these Values can be entered into the process.

Note: This section assumes you have established organisational Values and the behaviours that underpin them.

1. Have we selected the organisational Values that will be included in this 360 feedback process (if not all Values)?

YES NO

2. Will these be combined with other attributes?

? Leadership attributes YES NO
? Manager attributes: YES NO
? Personal attributes: YES NO

3. Have we agreed these attributes with?

? The participants YES NO
? The senior manager/CEO YES NO
? The HR Manager YES NO

GSAT Element 3 (c)

Identifying the learning and development component of a 360 feedback process

Overview

The function of this element is to specify the capabilities and attributes from the learning and development program that you want to evaluate in the 360 feedback process and to decide the best timing for running the process.

1. Have we established the objectives of the learning and development program at a level of detail that enables us to identify specific behavioural capabilities?

YES NO

2. Have we separated the functional and behavioural objectives of the learning and development program (so that we can focus on the latter in the 360 feedback process)?

YES NO

3. Will we run the 360 feedback process;

? Before AND after the learning and development program to measure the impact of the program on the perceived behaviours of each person? (Preferred option)

YES NO

? Before the learning and development program to identify the most important development needs for each person? (Second best option)

YES NO

? After the learning and development program to establish a benchmark for the ongoing development needs of each person? (Least valuable option)

YES NO

4. Have we decided the time that must elapse before we re-apply the 360 feedback program at the conclusion of the learning and development program (at least 3 months recommended)?

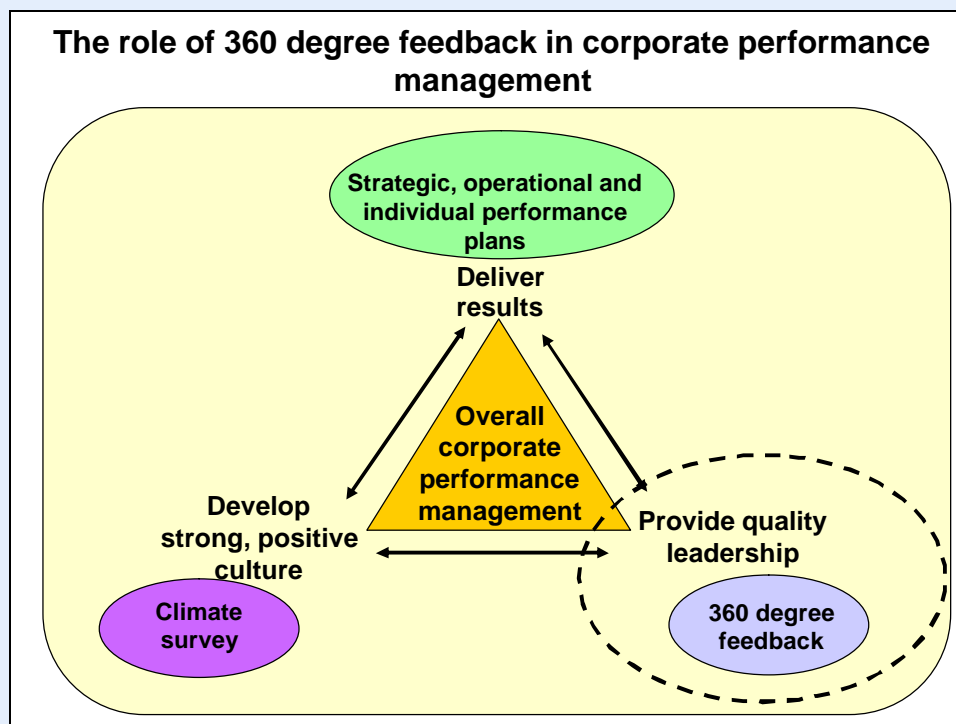
YES NO

Appendix

360 degree feedback as part of the overall organisational performance management process

Organisations that deliver sustained levels of high performance will need to measure and manage all of the following:

1. Their ability to deliver results (according to business plans)
2. The strength of their climate/culture (based on climate surveys)
3. The quality of their leadership (assessed through 360 feedback process)



These drivers of success are interrelated. For example, the nature of leadership is in part defined by the results the organisation wants to deliver and the nature of the climate it wants to develop.

Obviously, leadership is one component of the suite of performance elements that must be measured and managed rigorously in any organisation.

360 degree feedback and Organisation Values

The focus on organisation values as a target for performance management is based on the recognition that when people agree on behavioural priorities, the results are often astounding. Why? Because:

1. How we work together and support each other can be equally as important as deciding what outcomes we want to achieve (this is why successful sports teams devote as much effort to “team bonding” as they do to fitness and skills development).
2. When people willingly support agreed approaches to anything, we can devote less time and effort to developing, implementing and enforcing systems that manage their compliance (think of all the compliance systems in most large organisations to appreciate the scale of this issue).

Quite simply, value based behaviour outperforms compliant behaviour many times over.

This is why consistently high performing organisations tend to see their values (how their people behave) as almost equivalent in importance to their purpose (what the organisation is trying to achieve).

