

## USING AT-FEEDBACK for 360 DEGREE FEEDBACK

### What is 360 degree or multi rater feedback?

*"360-degree feedback is an evaluation method that incorporates feedback from the worker, their peers, superiors, subordinates, and customers. Results of these confidential surveys are tabulated and shared with the individual, usually by a manager. Interpretation of the results, trends and themes are discussed as part of the feedback. The primary reason to use this 'full circle' of confidential reviews is to provide an individual with information about their performance from multiple perspectives. From the feedback, an individual is able to set goals for self-development which will advance their career and benefit the organisation. With 360-degree feedback, an individual is central to the evaluation process and the ultimate goal is to improve individual performance within the organisation. 360-degree feedback should be used as assessment for personal development rather than evaluation."*

(Tornow, W., 1998)

*"An estimate of 90% of all Fortune 500 companies utilise 360 degree feedback"*

(Kenneth M. Nowack, Ph.D.)

### How can 360 degree feedback be utilised to benefit staff in the NHS?

There are a wide range of benefits that can be realised as a result of a 360 degree feedback programme:

Organisational Benefits	Individual Benefits
Allows organisations to identify and make the most of underutilised personal competences	Allows individuals to gather feedback to develop and make the most of their personal strengths
Helps to avoid the trap of counting on skills that may be weak within the organisation.	Individuals get a broader perspective of how they are perceived by individuals they interact with.
Makes succession planning more accurate.	Individuals have an increased awareness of and relevance of their own competencies.
Helps to identify key development areas for the individual, a department and the organisation as a whole.	Helps to identify key development areas for the individual.
Enables more efficient coaching and training initiatives to be designed in response to personal development needs.	Is a more reliable performance feedback mechanism for senior managers and helps leaders to recognise that they too have development needs.
Encourages more open feedback and a continuous improvement culture.	Provides permission to give accurate feedback, and gives people a more rounded view of performance than they had previously.
Offers a means of reinforcing the desired competencies of the business.	Focuses the development agenda with line managers encouraged to discuss development issues with staff.

## What are the benefits of AT-Feedback for supporting a 360 degree feedback programme?

- Highly customisable and process efficient - from 360 instrument creation, notification of respondents, issuance of reminders, and publication of online, real-time performance feedback reports is customisable and automated.
- Can be deployed quickly (*within 2-4 weeks*) to meet your immediate needs, ensuring you achieve rapid results, enhanced with the real time tracking of survey progress and responses.
- Intuitive interface and processes mean there are minimal or no training requirements for survey respondents and minimal training for survey creators.
- High level of system security with an option to run anonymous surveys.
- Integration with e-KSF enables staff data to be transferred and updated via the e-KSF / ESR link and users have a single username and password.
- Simple and flexible licensing models offering a cost effective approach.
- Reduced internal effort with our optional survey design and deployment service
- Developed with our predominantly NHS client base under our registered methodology: Development by Democracy® ensuring the tool evolves with your needs.

## How can Think Associates help you implement 360 degree feedback?

Think Associates have a long history of working within and for NHS Organisations we understand your environment and the issues you face and our team of Organisational Development professionals can help you make sure your needs are satisfied.

We can help by providing any combination of the following services:

- Create 360 degree feedback surveys – taking into account the NHS competency frameworks (i.e. the KSF, LQF, World Class Commissioning, National Occupational Standards etc).
- Engage managers with the 360 degree feedback process and it's benefits
- Deploy the 360 degree feedback survey and manage responses
- Collate responses and facilitate feedback sessions with individuals and their managers
- Coach individuals to provide good feedback
- Coach individuals on an ongoing basis following 360 degree feedback
- All of the above as a complete managed service offering!

## What Next?

To organise a demonstration of the tool's capabilities and to discuss the opportunities for implementing 360 degree feedback within your organisation, please contact us at [info@think-associates.co.uk](mailto:info@think-associates.co.uk)