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# ORMultiView

## *Guide to 360° Best Practice*

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*All You Ever Wanted To Know About  
360° but Were Afraid To Ask*



# Lots Of People Talk About 360° Feedback, But Do They Mean The Same Thing?

## In This Guide We'll Explain

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## Who We Are and What We Mean

As part of the Organisation Resource (OR) Group of consultancies, we've been providing 360° feedback for our clients for over 20 years. We're a trusted partner to some prestigious clients (ask us for references) and have been quietly serving them well whilst building up world leading expertise in how to implement feedback into a business. The OR Group was originally formed by Mark Hamlin, a Clinical Psychologist with many years leadership experience who built a team of similarly skilled and qualified consultants in the UK and in the US. As a result, we have a deep understanding of human development and see 360° feedback as playing an important part in developing people and organisations – providing that it's done well.

### So, When We Say “360° Feedback”, This Is What We Mean

- A developmental process - not an appraisal.
- A process by which people receive written and numerical feedback from internal and/or external stakeholders that they have chosen.
- The feedback they get is based on observable behaviours that are important to your organisation - not 'off the shelf' behaviours.
- A process which encourages people to be open with their feedback (so that people can talk to each other about it) but gives people the choice to remain anonymous if they wish.
- A process which, through an attractive and well laid out report, highlights clear and specific strengths as well as areas for attention or development.
- A process by which the person receives the feedback report in a facilitated session – not via email – so that they get coaching to make sense of the feedback and develop plans to use it.
- A process that is repeated in 12-18 months time so that individuals can see the progress they are making.
- A process that over time generates incredibly powerful data about behaviours across the Functions and Teams of your business.

# The Science behind the Report

There are some important statistical issues that underpin a 360°. It would be no good, for example, if your questionnaire contains a statement that everybody scores a '5' for. The statements need to discriminate between levels of performance. You also need a rating scale that people interpret in broadly the same way.

## There Are a Number of Things We Do Behind the Scenes to Provide Reassurance

I'm sure you can imagine just how fascinating the research on rating scales is(!) well, the bottom line is that what matters most is not how many points you have on your scale but how well labelled they are. On our 360° sites you'll find that we dedicate one of the welcome pages to an explanation of what the scale means.

During a review of our entire system a few years ago, we asked the UK expert in 360° research (Professor Clive Fletcher) to review our bank of 360° statements and train us in the

techniques to analyse 360° results. We are one of a very few number of consultancies who have ever asked for an independent review. So, once enough participants have taken part in a 360° we apply a series of statistical tests to make sure the tool is robust enough.

Unlike some 360° suppliers however, we keep the report nice and simple. We don't want complicated statistical terms being used because at the end of the day 360° is not meant to be about scientific measurement but people giving people feedback!

## Who Benefits Most?

Of course as a supplier we're going to say everyone! However, only if the following conditions are in place:

- Communications clearly explain the developmental nature of the process.
- Mechanisms exist for following up the participant to see what progress they've made.

## Who Is It Aimed At?

- Participants know where they can go to get support and development.

We have successful 360° programmes running for shop floor workers, for team leaders, for Board members, Head Teachers, not-for-profit organisations. We have introduced 360° into organisations that have never used it before and we've done this in the US, UK and South Africa and have 360°s translated into French, Italian Spanish and German.

## Is Your Culture Ready For 360°?

Get the process and communications right and we've seen our clients use 360° as a tool to create a culture where giving feedback is an accepted and encouraged thing to do.

It is important to recognise that 360° has an emotional impact on people – this isn't just a questionnaire. We've heard about some processes which we regard to be ineffective and sometimes unethical. If people have taken part in these before they may be rightly nervous about 360°.

### Our Response Is That All 360°s Are Not the Same

In our latest research, 94% of participants found their 360° coaching session useful. 97% found the process easy to use. 70% reported an improvement in behaviour 6 months following the initial report. \*

Our team (who take part in an annual 360° themselves) will work closely with you to make sure that the safeguards are in place to make 360° an overwhelmingly constructive process.



\* Based on 134 participants from an International Engineering organisation using internal facilitators trained by ORMultiView

# Our Best Practice Package

## The Focus Report

This is the first 360° report, showing the participant where they have strengths, areas for attention and development. By analysing the data across participants, we provide our clients (typically the HR sponsor) with a baseline of how their people (collectively not individually) are perceived.

Just like you, 360° participants are busy people. Our research shows that a simple reminder sent 6 months after the Focus Report is timely and very well received. Along with the reminder we send helpful hints and tips and we use a quick survey to find out what they have done with their feedback so far. By analysing the results of the reminder, we let our HR sponsors know what return they are getting from the process.

## The Progress Report

It's difficult for most people to know whether they are improving their impact and effectiveness. So the Progress Report 12-18 months later solves the problem. Even if some of their reviewers have moved on, this repeat 360° shows people if the same strengths and gaps are being perceived and the tracker page shows where they have improved.

When asked questions about Culture, many HR teams struggle to provide measures of progress. With our Best Practice Package, we analyse the collective data from Progress Reports to show you what, where and how behaviours are changing.

# As An HR Practitioner, How Can I Best Explain To People What 360° Feedback Is?

## This Is What We Often Say...

Try as you like, you can't help having an impact on people! Successful leaders use this to their advantage in order to influence, reassure or inspire people to follow their lead. It's far better to know how people perceive you than second guess it. After all, people have an opinion about you, just as you have opinions on what other people do well and less well.

360° feedback is a way of people giving each other feedback on their strengths and development areas based on their perceptions.

The 360° process provided by ORMultiView is a developmental one – not an appraisal, nor a formal evaluation.

The process is constructive, with as much emphasis on what you do well as where you might have blind-spots or gaps.



# As An HR Practitioner, How Do I Best Explain The Process To Potential Participants?

**(Don't Worry; We Explain All This For Participants. However, These Are the First Steps and Stages)**

**Step 1:** The participant decides who they want to get feedback from (with guidelines) and then enters their names and email addresses in an on-line form.

**Step 2:** ORMultiView sends their list a link to an on-line questionnaire.

**Step 3:** The reviewers complete the questionnaires and we chase them up in due course.

**Step 4:** Working to your deadline and assuming we have enough returns, we produce the report and send it to you either electronically or hard copy – or, whoever is going to de-brief the feedback to the participant.

**Step 5:** The person meets their facilitator (or attends the workshop etc) when they will receive their report and talk through what sense they make of it and the actions they will take.





# Should you link 360° to pay or appraisal?

We provide feedback mechanisms for some clients that are linked to pay & performance – but these aren't 360° in the way that we've described here. All the evidence suggests that when people perceive there is a hard, direct link between a 360° process and pay & performance reviews then people start to use a narrower range of scores at the higher end of the rating scale. They tend to play safe.

However, if you don't link it to anything and just leave people to take personal responsibility for their feedback there is a risk that some key development areas fall through the gaps.

Our preferred solution to this is that participants are actively encouraged (but not mandated) to talk with their line manager about their feedback during performance review time. Likewise, line managers are encouraged to ask people what they learnt from their 360°. Some of our clients have amended their one-to-one forms to include a tick box reminder to ask about any 360°s that may have been done.

## What Can You Do To Ensure You Get A Return On Your 360° Investment?

### What You Can Do:

- Annually review the behaviours to make sure they are still right for your business
- Provide MultiView with bio-data about participants
- Facilitate and coach to identify actions
- Link 360° to development programmes
- Encourage soft-link into 1 to1 review process
- Use 360° data for IIP\*, evaluation work, needs analysis.

### What We Can Do:

- Review the statistics to ensure robustness of the instrument
- Create a dedicated 360° website for you with any communications and messages that you want to provide
- Use the data you give us to provide diagnostic reports on specific populations
- Send participants reminders and helpful hints
- Provide facilitator training to give you an in-house 360° coaching capacity
- Use the Best Practice Package data to show you behavioural trends over time

\* UK only, IIP = Investors in People

## What Can You Use 360° Data For?

- Use it pre and post to help evaluate the impact of a leadership development programme
- Use it as part of Investors in People to demonstrate evaluation criteria
- Use it to demonstrate continuous improvement to customers
- Use it to identify the key behaviours of your top performers (we'll analyse both written and numerical data)
- Use your employee opinion survey data to identify new behaviours to include in the 360°

## The Greatest Thing about 360° That People Often Forget!

The people who give feedback to the participant are experts on what that person needs to do differently, and are the best placed people to let them know whether or not they are getting better.

In your facilitation or use of 360°, make sure that you actively encourage participants to talk to the people who gave them the feedback. If you do nothing else with this guide - make sure this is happening!

## The Research Is Clear

People who go back to their reviewers and agree goals with them are the most likely to increase scores next time around and be seen as making improvements on other measures.

# Is It Better To Roll-Out A 360° To A Large Population In One Go, Or Use It As Required?

We've seen clients use 360° with large groups of people simultaneously to help launch a set of competencies or send a powerful message that behaviour is now firmly on the agenda. The challenge with the big launch however, is to ensure that the three pillars are in place: communications, follow up and support. Without these it will not add the value you want and there is a risk that people get tired of completing questionnaires.

## For Most Clients The Best Use Of A 360° Is To:

- link it to an individual development programme
- ask members of a team to complete it for use during a team workshop
- use it to help individuals identify needs prior to, or following, a performance review
- use it for new leaders 6-9 months in post

## What Should Participants Do With Their Feedback?

Talk to their line manager, and if appropriate, include development goals as part of their performance review.

Use the feedback next time they attend a development workshop.

Talk to their reviewers about their reaction to the feedback and what they can expect to see happen as a result of getting it.

## Is It Just For Individuals?

Using our survey platform we also run feedback reports for:

**Teams:** using our Team Diagnostic Indicator.

**Partnerships:** using our Partnership Diagnostic Indicator (for integrated project teams or supply chain relationships).

**Leaders and Their Teams:** our 180° feedback “leading people, teams and change” gives an opportunity for teams to give feedback on their leader as well as diagnose the effectiveness of the team itself.



## Your 360° Health Check

- Are the behaviours in it still right for your business?
- Is the process easy to use and well regarded?
- Do people receive coaching around their feedback?
- Do you use the data to evaluate your cultural development as an organisation?
- Do you know what people are doing with the feedback they get?
- Have you got influence over the process – the communications, the rating scale, the behaviours, the layout of the report?
- Could you be using 360° for other populations within the organisation (e.g. for Functions, teams, project groups, non-leadership roles?)
- Have you got the support and back up in place so that people know where to go with their development actions?
- Have you got the balance right between people taking individual responsibility for development and hard-wiring feedback into your appraisal process?

**Using our Best Practice Package ORMultiView clients can answer positively to all these questions.**

## Naturally We Are Going To Tell You How Good We Are, But Don't Just Take Our Word for It - See What Some of Our Satisfied Customers Have Said About Us

**Lead consultant USA**

- I just returned from a week in Geneva with the Cohort II people. It was a fabulous week with a truly extraordinary group of people. Without exception, the group was open to learning, to taking risks and to helping others and consequently, they were quite moved and benefitted enormously. It was an excellent end to the program. I just wanted to share with you as your role in the success of this program is significant and I just wanted to say thanks!!

**HR Manager, Defense Industry**

- We have received some very good feedback on the tool and how much of an improvement this is for us - so thanks for this. Thanks again for all your support in getting this out there, it has been a pleasure working with you.

**Middle Manager, Education**

- On behalf of all colleagues who took part, thank you for a really valuable and enjoyable feedback event. The discussions continued afterwards which was a very good sign. Many people commented on how much they enjoyed the day and how valuable it was for us all to consider so many leadership areas together. The ORMultiview 360 provided us with a wonderful platform to move our leadership forward.

**Senior Executive, Defense Industry**

- I was impressed with the level of detail in the comments, because these were given anonymously I believe I received feedback I would otherwise not have received.

**Head of Dept, Local Authority**

- I wanted to tell you how valuable I found today. It is now a few years since I did any leadership training and I found some aspects of today's 360 feedback refreshing while others challenged my thinking into new areas. This has been extremely worthwhile.

**Manager with the UN**

- I just wanted to say that it was probably the best on-line questionnaire I have used. It was easy to navigate, easy to make changes / additions, and even corrected spelling errors. The instructions were clear and easy to understand.

**Program Manager, US Consultant Partners**

- I am looking forward to continuing our partnership with OR which has been so productive. Thanks for all the hard work you have done for us – for your patience with our participants' late submissions and your help in getting them on track. The 360 continues to be one of the most highly rated elements of both programmes so your efficiency and high quality work is very important to us. A very heartfelt thanks to all of you who have been such great partners.

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# We'd Love to Hear from You

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