

TO: All Whitecap Foundation Grantees
FROM: Dan Davis
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DATE: September 15, 2006
RE: 360 Degree Feedback Reference Materials

360 degree feedback is an employee development tool utilizing anonymous feedback from an employee's direct reports, peers and colleagues. At our spring All-Grantee Workshop on Capacity Building, a request was made for information on 360 degree feedback.

There are numerous books and websites dedicated to 360 degree feedback, most of which market consulting services. On the following two pages, you will find links to articles on two websites which provide excellent descriptions of 360 degree feedback. In addition, there are related articles intended to help an organization decide whether and when to use the tool, whether to use generic or customized programs, and whether professional assistance is needed.

In addition to the resources listed on the following pages, we have a library of articles which we update constantly. If you have any questions about the content of the following articles, or other questions you would like to discuss, please call or email me and I will be glad to assist you.

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Please note that the titles of the articles listed on the following pages are hyperlinks to the articles on the respective websites. Therefore, you will need to download this document in order to locate the articles.

When the document is open in Microsoft Word and you have an active internet connection, the hyperlinks can be activated by ctrl-clicking anywhere on the title/link. If for some reason this doesn't work on your computer, you will also be able to find this memorandum with the active links posted on the Whitecap Foundation website at:

custominsight.com

The first website, [custominsight.com](http://www.custominsight.com), is a commercial website that provides human resources feedback and assessment software applications, as well as online tools for creating custom surveys. While the website highlights and encourages employment of the company's products and services (including "Focus 360," its 360 degree feedback product), it also provides the following articles illuminating the essential elements, benefits, and drawbacks of 360-feedback:

The list of articles is found at: <http://www.custominsight.com/360-degree-feedback/articles.asp>.

These are:

[What is 360 Degree Feedback?](#) Provides a clear, comprehensive description of the practice, outlines what type of information is collected by feedback surveys, and describes some of the tool's applications and limitations.

[Assessment Design](#) Provides valuable tips and guidelines for developing an assessment survey. In addition, a sidebar article advises how to decide whether to use a standard assessment tool (less expensive) or develop a custom assessment survey (more expensive).

[Deployment and Logistics](#) Highlights important communications and confidentiality considerations which need to be addressed and provides planning and logistics tips to ensure success.

[Delivering 360 Feedback](#) Discusses critical considerations to ensure that feedback is delivered – and received – effectively, as well as emphasizing the importance of a resulting employee development plan and follow-up.

[Developing a 360 Degree Feedback Strategy - Part 1: Competency Models](#) Discusses in greater detail the criteria for determining whether to use a standard competency model or develop a customized competency model as the basis for the assessment survey.

[Developing a 360 Feedback Strategy - Part 2: Survey Items](#) Discusses the different types of competencies to assess for "upper, middle, and lower" level employees.

[Sample 360 Degree Feedback Surveys](#) Lists potential survey categories, with a number of specific survey items for each one.

[10 Mistakes to Avoid when Conducting 360 Feedback](#) Highlights the types of oversights and mistakes that not only provide inaccurate data, but can lead to distrust and conflict within the organization.

about.com

about.com is a massive informational website with many chapters on management topics, including a collection of useful articles about 360 degree feedback. Following is a partial list of articles, including the core pieces on 360 degree feedback. Each article below has numerous links to other articles on related topics.

360 Degree Feedback

[360 Degree Feedback: The Good, the Bad, and the Ugly](#) Provides an excellent description of the process, as well as highlighting clearly the potential benefits and pitfalls.

[The Great Debates About 360 Degree Feedback](#) In this follow-up to “The Good, the Bad and the Ugly,” the author highlights different aspects of the practice which are the subject of debate.

[Goals of the 360 Degree Feedback Process](#) Emphasizes that 360 degree feedback is most useful and effective as a performance development tool, and gives reasons why it should not be used for employee evaluation and compensation.

[Outcomes From Your 360 Degree Feedback Process](#) Expands on the previous article and recommends decisions which should be made at the beginning of the process.

Related Articles

Giving and receiving feedback:

[Leadership and Management Success Tips: Communication Success Tips: How to Hold a Difficult Conversation](#) Describes techniques for delivering difficult or uncomfortable feedback effectively.

[Provide Feedback That Has an Impact](#) Provides a number of techniques for the preparation and delivery of effective feedback.

[Receive Feedback With Grace and Dignity](#) Explains the role of the recipient in ensuring the success of the feedback process and provides specific techniques for receiving feedback.

<http://www.uwex.edu/ces/admin/360.pdf> “360 Degree Feedback: An Overview” A succinct and informative description of the process, highlighting the sources of employee concern and resistance.