



CRF DIGITAL COMMUNITY EVENT, TALENT, LEADERSHIP AND LEARNING: 10 KEY CONSIDERATIONS FOR 360 ASSESSMENTS

At a Zoom roundtable on 13th February 2023, CRF's Talent, Leadership and Learning Community came together to share insights and experiences relating to 360-degree assessments. Chaired by CRF Managing Director Richard Hargreaves, the discussion focused on the purpose of 360, recent trends in the industry, and how to get the most out of the tool. 10 key considerations resulting from the discussion are outlined below:

- **360 is an adaptable tool** and should be tailored to an organisation's values, frameworks, or internal models. For example, it can be adapted to fit with an organisation's competency framework, leadership model, or naming conventions. To help determine how best to use 360, consider its purpose for your organisation: who are you doing it for, and why?
- **Integrate 360 with other activities.** Members discussed the importance of a holistic approach to 360, and how it can support broader interventions, particularly in talent management. For example, it could be used as a data point to support leadership development programmes, or could be supplemented by other tools, such as bi-monthly pulse surveys.
- **360 is more than just a performance assessment tool;** it is also an important part of the development journey. Members shared that they used 360 more frequently and more effectively in development, rather than performance, conversations. 360 can also guide development at both the individual and organisational level: for example, viewing 360 data collectively can help identify gaps and priority intervention areas present across the whole organisation.

- **Approaches to 360 can vary at different organisational levels.** Using 360 for executive development may significantly vary from how it is used for developing leaders more broadly across an organisation. At an executive level, a more extensive approach, integrated with coaching, may be more effective. For other managers and leaders within an organisation, a less resource intensive approach may be more appropriate. 360 can also be used to support people who want to develop themselves to a senior leadership level. Members also shared that they have successfully used tools that are not as comprehensive as 360, but are useful frameworks that individuals can use for self-reflection.
- **Consider how feedback is delivered: self-service saves resources...** 360 can be a self-service or a more hands on process. One member shared that they use a self-service model for 360, which is open to the majority of leaders in their organisation. As well as helping to avoid bottlenecks, individuals can take ownership of their own development and plan against the leadership framework.
- **....But 1-to-1 feedback can add value.** Other members shared that they had found guiding individuals through feedback on a 1-to-1 base increased understanding and was ultimately more effective, though is labour and time intensive. To decide the right way to deliver feedback, consider how complex the output is and what resources you have available. Members also highlighted the value of peers coaching each other through the received feedback - this built coaching skills, created conditions where individuals can have discussions, and also saved resources.



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Too many 360s can lead to fatigue

and poor feedback. It takes time for a respondent to complete a 360 thoughtfully, particularly if it includes several open ended questions. Consider carefully when and where you deploy 360s, advise respondents to focus on areas where they really want to give feedback, and keep surveys to less than 30 minutes.

360 is a subjective tool. Studies show that 360s can reflect bias against minority groups in an organisation. For example, one member shared their experience that women tended to receive feedback advising them to increase their assertiveness, whereas men received feedback focused on specific actions. Responses are also often shaped by the last few interactions with the person being surveyed, and may not be representative of them as a whole.

Interpret 360 results critically and be upfront about the possible subjectivities. Bias can also be reduced by using 360 alongside other interventions and surveying multiple respondents. For example, one member said that they did not close a survey until they had at least 12 responses.

Considerations for choosing a 360 provider include ease of administration, affordability, user friendliness, and ability to be customisable. One member additionally shared that they had built their own 360 tool, which allowed them to focus more precisely on the areas most relevant to their organisation.

FURTHER READING

CRF. 2020. **Talent – Careers, Development and Succession in a Changing Landscape.** Research Report. <https://www.crforum.co.uk/research-and-resources/talent-careers-development-and-succession-in-a-changing-landscape>

CRF **Integrated Talent Management: The Essentials.** On-demand short course. <https://crflearning.co.uk/course/integrated-talent-management-on-demand>

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Register now for our next TLL Community event:

Tuesday 21st February, 12.00pm and will focus on *Early Careers*

Register your attendance [here](#). Also please get in [touch](#) with any topics that you would like to discuss and feature at the next session.

UPCOMING EVENTS



Mastering Difficult Conversations

Tuesday 28th February, 15.30

In this event, workplace expert Amy Gallo will provide an overview of her research-based, practical guidance for navigating difficult conversations, giving feedback, and handling difficult people at work.

These community event summary notes were prepared by **Jo Nayler, Senior Research Executive at CRF**