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Guidance for 360 Delegates

Choosing Your Raters

In order to get the most out of your 360 you need to think carefully about which raters to pick. There are five different categories of raters, the first of which is **self** and the second of which is **manager**. The other three will require a little more consideration:

Report: These raters will be individuals who report to you. You should pick between 2 and 7 individuals from this category; any less and the anonymity of the raters may be compromised and any more could start to dilute the quality of the results.

Peer: These raters are ideally the colleagues whom you work with on a day to day basis. In addition they may be individuals who you work regularly with as part of your role and who can confidently give you feedback on your leadership. Again you should pick between 2 and 5 raters from this category.

Other: These are the raters that don't neatly fall into the other categories. They may be your peers, but are not people you work with day to day. For example they might be a colleague who you work with on a committee once term or an external person you work with regularly. You may pick up to 3 raters from this category.

When making your choices call on people with whom you have fairly regular contact; people who will be able to draw upon a series of interactions that they have had with you.

Try not to stick with the safest choices. If there is an individual with whom you don't always see eye to eye, don't shy away from inviting them to take part. Remember that the 360 provides a forum for issues to be brought to the surface and explored in a safe environment with a member of POD. If you take risks when selecting your raters then your 360 results will be all the more valuable.

Approaching Your Chosen Raters

Once you have chosen your raters it is recommended that you have a face to face conversation with each individual. This will allow a more open exchange in which you can explain your reasons for choosing the individual, explain the wider context and invite them to be open and honest in their feedback. It will also give the individual an opportunity to ask any questions they may have about the process. It is likely that anonymity may be your raters biggest concern, reassure them that the feedback given by raters will be anonymised, as the input within each category is combined to maintain confidentiality. There is also a guidance document available for raters which you may decide to offer them as part of this discussion.

Your Line Manager will be one of your raters, so you may wish to have a similar face to face conversation reminding them about the process and their involvement. You may even find it useful to bounce ideas off your line manager about who would be the best people to choose as raters. However it is completely up to you how much you engage with your line manager throughout all stages of the process.

Once you have chosen your raters you will input all of their details into the system. Then at midnight, following your input, emails will be sent out to all of your raters inviting them to login to the system. Therefore it is important that you choose and input all of your raters at the same time, once the automated email has gone out you will not be able to add any more. For more guidance on navigating the system please see the FAQ's.

During the 360 Process

The 360 will usually be open for a period of 4 weeks to allow all raters sufficient opportunity to give feedback. During this time you will not be able to see which individuals have or haven't given feedback, but you will be able to see the number of raters in each group who have already completed.

The system has in place automatic email reminders which will go out to raters if they have not logged into the system within one week of getting their password. If you feel that your raters need an extra nudge you can also send out an email reminder. Remember that you will not know which individuals have and haven't completed, so if you do decide to send out a reminder email it will need to go to all of your raters. In the email thank those who have already completed the feedback and remind those yet to respond that you really value their input and would be very grateful if they could spare 15-25 minute to aid you in this developmental exercise.

After the 360 Process

At the start of the process, you will be given a variety of dates where a POD facilitator is available to give you 1-1 confidential feedback on your 360 responses. You will be asked to select the date and time which suits you best and then you will be notified who your facilitator is.

During your feedback session the POD facilitator will discuss the 360 report with you. They will help you think about your reaction to the results, discuss differing perceptions that may have arisen and help you to build an action plan to enable you to move forward. You will receive the only printed copy of the 360 report which will be yours to take away.

The feedback session will also be a safe place for you and your facilitator to plan follow up discussions. Your facilitator will help you to identify if there is value in approaching certain groups of raters to have a follow up discussion. Remember that the 360 is a developmental tool and can often provide a much needed platform for self-revelation and for dealing with challenging situations and relationships. However your facilitator will not pressure you to have any conversations that you do not wish to have. You will have full control over the disclosure and follow up of your 360 results.

Guidance for 360 Managers

If an individual, who is your direct report, has approached you to take part in the 360 process this guidance will help you to understand the benefit and importance of the process and your contribution to it.

Understanding the 360 process

The 360 is an important stage in part of their leadership development programme, which your colleague is currently embarking upon. The 360 is an opportunity for you to provide feedback on the individual's leadership approach against a set of pre-defined leadership principles. The online questionnaire will ask you to give a numerical agreement rating to a series of behaviours and values. There will also be the opportunity to provide open narratives to justify a particular rating choice. The questionnaire concludes with a number of open questions about how the individual may be able to adapt and improve their leadership style in the future. The feedback received via the 360 will allow the individual to understand different perceptions of their behaviour and leadership style and ultimately understand the areas in which they can strive for personal growth and development.

Anonymity

All raters invited to take part in the 360 sit within a group: manager, peers, reports or other. It is likely that you will be the only individual within the "manager" group and consequently the feedback you provide will be directly attributed to you. As a result it is essential that there are no surprises and that you do not use this as an opportunity to raise for the first time, concerns you may have over their performance. However it is important to understand that the feedback provided by all other raters will be anonymous; this is to maximise participation and avoid the risk of individuals being singled out. The rest of the groups listed above will have an absolute minimum of 2 people, but will usually have more. When raters submit their questionnaire the numerical ratings of everyone in the group are combined to form averages, whilst all the open comments from the group are intermingled in one list. Therefore the feedback of the manager is unique as it is the only input that can be attributed back to the individual.

Taking part in the 360 as a Rater

The colleague taking part in the 360 process will have picked between 6 and 17 raters to provide feedback. In supporting the individual's participation in the leadership programme you will automatically be assigned as one of the raters. The individual may still approach you to formally invite you to participate and in some circumstances the individual may also seek your advice about the selection of other appropriate raters.

When participating in the 360 remember that whatever you submit will be attributable to you. Consequently the advice is that your feedback should include no surprises. At the same time it is essential that you provide feedback that is both truthful and worthwhile. Consequently if you have any concerns with the individual, which they are not already aware of, take the opportunity to have an honest face to face conversation. The feedback you submit may then reiterate the issue raised in the conversation, but it will no longer come as an unexpected shock to the individual.

Filling in the online feedback will only take 15 – 25 minutes. You will receive an automated email inviting you to login to the system and complete the questionnaire. If you would like further guidance on navigating the system please see the FAQs.

Supporting the Individual during the 360 process

As the manager, you should try and make yourself available to the individual should they have any concerns throughout the 360 process.

At the start they are most likely to require assistance when considering who to pick as their raters; so this may be an area you offer to help with if they need it. During the 4 weeks in which the feedback window is open, their main concern may be a low or majoritatively overdue response rate. During this time you can reassure the individual that the system sends out automatic reminders to chase up raters. You may also remind the individual that they can send out a generic email to all raters, thanking those who have already taken part and reminding those who haven't that their feedback would be gratefully appreciated.

After the 360 process

After all feedback is submitted, the individual will receive their 360 feedback report and go through it with the guidance of a coach from the Professional and Organisational Development team. The coach will help the individual to draw out the highlights of the constructive feedback as well as produce a developmental action plan.

During this session the coach will help the individual to decide if they need to have follow up conversations with any of the raters. The advice of the coach will always be that the individual should have a follow on meeting with their line manager to chat about the results. If the individual does approach you about the 360 report you are encouraged to set aside some quality time to discuss their learning from this process and their subsequent development plan. It is likely that they will value your support in applying this new learning back into the work place, so where possible, include discussion of the action plan in your regular 1 – 1 meetings.

It is important to remember that the revelations of a 360 can be a tough process for the individual. Consequently you must be sure to respect the individual's ownership of the process and the subsequent report. A member of the POD team during the feedback session will offer them advice and guidance on how to deal with the results and undertake follow up conversations, whilst you as the manager can reassure the individual that you have an open door policy on the matter. However it is completely up to the individual if, when and who they choose to discuss the report with, so you must respect their right to choose this.

Guidance for 360 Raters

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Understanding the 360 process

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Anonymity

It is important to understand that the feedback you provide in the 360 will be anonymous. All selected raters sit within a group; peers, reports or other. Each group will have an absolute minimum of 2 people, but will usually have more. When you submit your questionnaire the numerical ratings of everyone in your group are combined to form averages, whilst all the open comments in your group will be intermingled into one list.

Agreeing to take part in the 360 as a Rater

The colleague taking part in the 360 process will have picked between 6 and 17 raters to provide feedback. In inviting you to be a rater your colleague will hopefully have explained their reasons for choosing you; however it is fair to assume from their invitation that they do value your opinion.

The purpose of the 360 is to give honest but constructive and developmental feedback to the individual. It should not be seen as an opportunity to list grievances, so if you genuinely believe that you cannot give feedback that is truthful or constructive then it is best to politely decline the invitation to be a rater.

If you are feeling reluctant or tentative about taking part then remember that the feedback you give will be anonymised. If you already have concerns about your relationship with your colleague then view this as an opportunity to be honest about the quality of your working relationship. The 360 process provides a controlled and supportive environment in which difficult topics can be breached; if you are hoping for a change or fresh start in this particular working relationship then you should embrace the opportunity to participate.

When giving feedback try and be objective and draw upon a series of interactions you have had with your colleague, rather than focussing on one more recent interaction.

In agreeing to be a rater you will need to set aside just 15 – 25 minutes to fill in the online questionnaire. Following the initial conversation with your colleague you will receive an automated email inviting you to login to the system and complete the questionnaire. If you would like further guidance on using the system please see the FAQ's.

After the 360

Your colleague will receive their 360 feedback report and go through it with the guidance of a coach from the Professional and Organisational Development team. The coach will help your colleague to draw out the highlights of the constructive feedback as well as produce a developmental action plan.

As a rater, your involvement in the 360 process will most likely end as soon as you submit your feedback. Occasionally the coach and the individual may decide that a follow up conversation with a certain group of raters would be beneficial. It is important to understand that the revelations of a 360 can be a tough process for the individual, so if you are approached, be willing to engage in an honest and open conversation and respect that it may be a challenging situation for your colleague.