

## Building Self-Awareness and Performance Through 360 Assessment

With various performance management systems and processes in place today it's no wonder why there's so much buzz regarding putting an end to current annual performance review processes, some inclusive of 360-degree feedback.

However, employees still want to know how leaders and peers perceive their performance. Professionals dedicated to their craft want to know that they are reaching or exceeding that which is expected of them and the teams that they manage.

Harvard Business Review, April 2015 edition article "*Reinventing Performance Management*" by Marcus Buckingham and Ashley Goodall cited Deloitte's public survey conducted of nearly 3,000 executives from companies around the globe finding that nearly 58 percent of the respondents reported they did not believe the company's performance management processes drove either employee engagement or high performance. "They, and we, are in need of something nimbler, real-time, more individualized, something squarely focused on fueling performance in the future rather than assessing the past."

Deloitte's reference to spending 2 million hours conducting annual performance reviews warrants such a survey and further review into what tools and processes truly influence high performance efficiently.

The need for individualized, efficient performance management that truly drives positive impact is critical to the success of business strategy. A valid 360-degree feedback tool is designed to be future focused and a platform for the identification of individualized, coachable action items to provide impactful future planning. Obtained feedback and coaching through this process may enhance self-realization that may not have occurred otherwise. The data attained via 360-degree feedback or any multi rater feedback tool should be evaluated by an experienced, neutral third party in a confidential platform. The data gathered can be customized based on company/individual goals, promotional opportunities, and more. The tool should also be inclusive of the individual ratee's responsibilities/areas of focus such as business acumen, team leadership, results orientation, etc.

Carl Jung stated that "[Through pride we are ever deceiving ourselves. But deep down below the surface of the average conscience a still, small voice says to us, something is out of tune.](#)" Providing employees valid, results oriented feedback and investing in coaching key talent will reward both individuals and the company as a whole.

As companies consider the validity of their current performance management processes it's advisable to look at partnerships and tools that align with business strategy and hold the fundamental expertise to add value. This leads to increased future potential with an individualized and efficient approach.

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