Position for Impact: 5 Tips for 360 Survey Administration

The impact of your 360 assessment will be enhanced by using the following administration guidelines.

1. **Communicate in Advance:** Explain why the survey is being conducted. To ensure the full and honest participation of raters, it is important to share why the 360 is important to the organization, department/team and for the individual receiving the feedback. You also want to explain how the information will be used and who will see the results. Often an email communication works best as it provides a future reference for people being asked to participate as a Rater.

2. **Ensure Anonymity:** Use a survey tool that that assures anonymity to all people giving feedback. *Survey Monkey does not send the message to Raters that the confidential information they are sharing is secure...*   If Raters do not feel that their feedback is confidential, they will be less than forth-coming, and your data collection will be less than helpful. Ensure anonymity to as to gather 'the real story'.

   Also, in your 360 feedback survey set-up, make sure to have a minimum of three raters for each Rater category (except Manager(s)). For example: 3 direct reports, 3 peers, 3 customers.

3. **Spend Time Reviewing Feedback:** It is not effective to simply email a participant their feedback report once all the Raters have completed the survey. A consultant from inside or outside the organization should sit with the participant and review the feedback report. It always helps to have a second set of eyes to make sense of the feedback, and a capable feedback coach can help the Survey Subject identify areas of development focus along with gap-closing development activities.

4. **Follow-up:** 360 assessments generally reveal information – including strengths and blind spots – that Subjects often need help to understand – 360 surveys can create as many questions as answers. It is critical that Survey Subjects reach out to Raters to get further clarity. If reaching out to ask questions, the Survey Subject should never try to guess a person’s individual rating, or be defensive in any way. But it is okay to seek clarification and further insight derived from the data.

5. **Make it Stick:** In many ways, what happens after the 360 assessment is administered and reviewed is the most important phase of the process. We cannot assume that the Survey Subject will take the steps, or even know the steps, to respond productively to the feedback. To ensure ROI of the 360 process, the Survey Subject needs to put together a straight forward plan that outlines the areas of development focus, targeted development activities, and measures or indicators. This should be reviewed with their direct Manager(s). When larger numbers of people participate in a 360 assessment, some organizations will put additional things in place to drive larger development of key skills, such as learning circles, training and mentoring programs.

"The leader of the past was a person who knew how to tell.
The leader of the future will be the person who knows how to ask."
Peter Drucker.

Adapted from *6 Effective 360 Feedback Survey Program Tips & 11 Must-Have Feedback Behaviors* by Suzie Price