

1. Sponsors should create a positive environment and role model participation

The senior leader who sponsors the 360 process is responsible for creating a positive environment and communicating the importance of the exercise to participants. For team 360 exercises, the leader should participate to role model how to ask for and respond to feedback.

2. Make the purpose clear & consistent

It is important to establish a culture of trust and transparency around the 360 process in order to create psychological safety. Before the process begins, clearly and consistently communicate the purpose of the 360 for your organisation. Is it simply a feedback exercise, or part of a broader HR practice to build capability? Will results be used for performance evaluation, talent identification or career progression? For greatest benefit, 360 results should be integrated with important talent management and development processes.

3. Choose an evidence-based 360

The reliability & validity of the 360 tool is of critical importance to the value of the exercise. In order for the results to be accurate and actionable for participants, the report should have evidence of reliability & validity, and be supported by a technical manual.

4. Confidentiality is key to quality feedback

It should be agreed at the start as to who will have access to the 360 reports, eg, the individual, manager and HR. Managers should understand that their feedback is not anonymous if they are the only manager nominated. The participant must be aware of how their data is shared before they participate and consent to the organisation using it.

5. Standardise selection of 12-16 evaluators

There needs to be a standard process for selection of evaluators, including who selects the evaluators. Evaluators need to include self, manager/s, peers, direct reports and potentially other stakeholders. An ideal number of evaluators is 12-16. This will ensure solid data, better anonymity within the different evaluator groups and minimisation of any skew if there

is one outlier.

6. Deliberate practice and coaching is required for behavioural change

The delivery of the reports and the coaching investment should be planned ahead to suit the desired outcome. The 360 results are best delivered in an initial 90-minute development debrief, and subsequently supported by ongoing coaching to help the leader to identify and build new behaviours and competencies. Participants should work with coaches to set specific goals and identify how these will be measured. The coach should help the leader step outside of their comfort zone and encourage them to seek continuous feedback.

7. Connect the leader's performance to their team

To create meaningful behavioural change from the 360 exercise, the participant should share their results with their manager and discuss how the manager will support them. Team effectiveness can also be enhanced with a group 360 report that combines individual results. Leadership is about results, and teams deliver results. Thus, best practice says we should evaluate the leader through the performance and behaviour of their team

8. Maximise the insight of 360s with personality assessments

Integrating valid & reliable personality assessments with the 360 is the most powerful and cost-effective way to assess leadership capability. 360s identify the 'what' in behaviours, whereas valid personality assessments explain the 'why' underlying these behaviours for deeper self-awareness. Capturing both the public & private sides of an individual gives a complete picture of the individual's likely and actual performance and behaviour.

9. Measure improvement and return on investment

A repeat 360 should be agreed upon at the start of the process to take place 12 months after the first 360 to measure consistent changes in behaviour. Other measures of return on investment should also be identified, such as