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# 360°

## The 6 pitfalls to avoid when rolling out a 360° system

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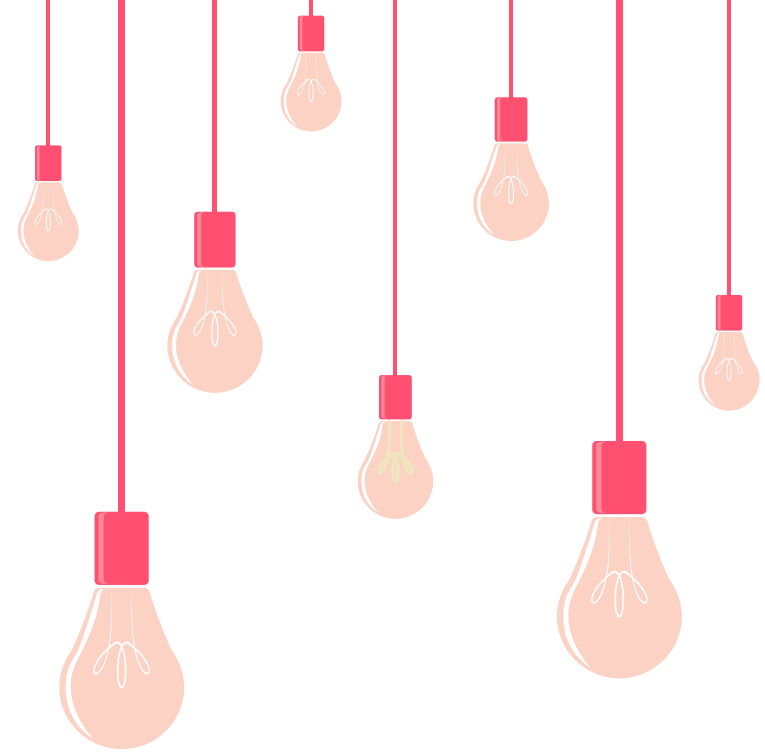
# INTRODUCTION

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Unparalleled in the field of HR tools for developing and recognising skills, 360° is a prime approach to improve self-knowledge.

Sometimes daunting to those who have never had a chance to test it out, this approach actually yields remarkably profitable results for its beneficiaries. The fact remains that this is a sensitive approach, all the more for organisations that are diving in for the first time!

**Find out the obstacles you need to sidestep in setting up a 360°, so that you can get the very best out of this approach!**



“Born in the United States in the 1970s-80s under the name ‘360 feedback’, this method proposes to cross managers’ self-assessments with the way their professional entourage sees them. A single questionnaire is completed by the manager participating, the latter’s superior and, in a completely anonymous manner, a number of the manager’s peers and employees.

Managers can thus become aware of their impact on others, the differences in perception between themselves and their entourage and each party’s expectations.”

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# PITFALLS TO AVOID

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- 1. INITIATING THE PROCESS IN A CONTEXT THAT HAS BECOME TOO FRAGILE**  
It is preferable to carry out this type of approach in a sufficiently stable environment, where there is no major issue at stake or acute crisis, such as a redundancy plan in progress, for example. The risk would be that the 360° assessment be seen as an evaluation process rather than a development process, and the perception that the observers have of the manager could be distorted by the situation.
- 2. EXEMPTING THE TOP LEADERS FROM THE PROCESS**  
The process must not only be driven by the Management Committee and the Human Resources Department. It must also be encouraged – and in way legitimized – by the exemplarity of the leaders who must themselves lend themselves to the exercise.
- 3. FORCING A 360° ON A MANAGER**  
As with any development approach, the manager's volunteer participation is a success factor of the 360°, insofar as it requires active participation, the willingness to challenge oneself and the desire to progress.



## 4. **KICKING OFF THE PROCESS WITHOUT COMMUNICATING**

Clear and transparent communication must be instituted upstream from the process, in order to place it in a global context and give this context meaning. This communication must make it possible to clarify the framework, the role of the various players, the playing rules, to collect any fears employees wish to raise, to reassure about the principles of anonymity of the respondents and the confidentiality of the results.

## 5. **LEAVING YOUR MANAGERS ALONE WITH THEIR RESULTS**

The 360° is a brave undertaking that puts managers face to face with reality, the emotional impact of which is not known at the outset. Managers therefore need to be provided with support when it comes time to be informed of and understand their results. The idea is to be constructive, not unsettling.

## 6. **STOPPING AT THE FINDINGS**

The results and interviews will help bring out the strengths on which the manager can rely, watch-points and avenues for improvement. The idea is to go beyond mere observation and enable the beneficiary to actively shape the future through the co-construction of a development plan, for example. Management and the HR Department will then play a decisive role. It will be their responsibility to develop a targeted and dynamic system with the manager participating that may include training, tutoring, coaching, etc. The relevance of the actions selected will depend on achieving the targets set by the development plan!



# CONCLUSION

The multiplicity of sources concurrently contributes to increasing the wealth, authenticity and diversity of the lessons from a 360° approach.

Whether an individual or an enterprise, the beneficiary will have an avenue to progress that will only gain in reliability and effectiveness with good preparation: structured implementation, transparent communication and monitoring for the development plan are the drivers of success in this area.

Lastly, keep in mind that a 360° is not a test. It is a tool built like a survey, a cross-referencing of opinions, and thus necessarily has its share of subjectivity. At the heart of 360° feedback, the interaction between participants remains the best way to take the necessary perspective and get the most out of the results!





# About PerformanSe

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PerformanSe is a ISO 10667-2-certified company that designs, develops and distributes (standard or customised) decision support tools devoted to skills assessment and development with the goal of optimising company performance by increasing employee efficiency.

With its wide range of 100% digital solutions, PerformanSe assists HR experts and managers in identifying and developing individual and collective talents throughout the course of their day-to-day activities. These include recruitment, internal mobility, career reviews, skills development, team performance analyses, and much more.

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