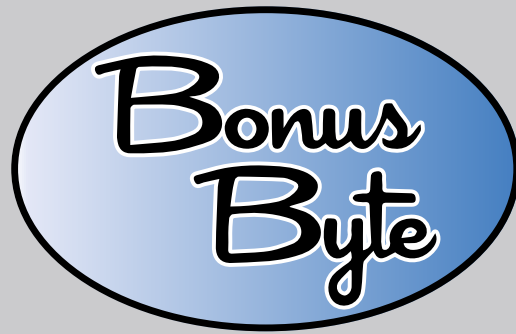


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How to Select and Use a 360 Assessment

HOW TO SELECT AND USE A 360 ASSESSMENT

by Kevin Eikenberry

Feedback.

We all know feedback can help improve in any area of our lives. Yet feedback doesn't automatically help – it can be short sighted, unbalanced, unhelpful and ill-timed. Any of these challenges can reduce the value of the feedback you receive.

Enter the 360 evaluation or assessment.

The 360 evaluation provides 360 degrees of feedback (or perspective) for an individual – typically feedback from the boss, co-workers, direct reports and others as appropriate. The intent of a 360 evaluation is to reduce the challenges mentioned above. It's meant to provide people with a balanced perspective on their performance – both what they are doing well and should continue and the areas that would benefit from some improvement.

This feedback process can be an outstanding tool – if used intelligently. The rest of this Bonus Byte will help you select and use these tools for the greatest benefit.

The Mechanics

Most all 360 evaluations are done with a tool – either via pen and paper or (increasingly) using the web. This approach allows all the feedback to be summarized, reviewed in a variety of ways and remain anonymous.

While this is the most typical approach, 360 assessments also can be done in group settings with or without anonymity. I have both participated in and facilitated these types of sessions, and they too can be very effective. While the rest of this article focuses on the use of standardized assessment tools, the comments apply to using a group approach as well.

Choosing the Tool

There are a variety of 360 assessment tools available. While most all are well tested and excellent, you should select one based on your particular and specific needs. Consider the questions and areas of focus in relationship to your participants and their needs. Some tools are designed for leaders at all levels, some are more helpful for executives, some are for first line supervisors, some for team members, etc. If possible, review the questions to make sure they will provide helpful feedback to those who will be using the tool.

Also consider the process used to make sure it will fit into your culture and resource availability (how progress updates are communicated, who does the administration of the assessments, etc.).

Choosing the Participants

Choosing participants means two things: those who will be requesting feedback and those they choose as raters.

If you are planning to use this tool for yourself, consider your situation. Do you know the process and purposes of the tool? Is the timing right? For example if you are not yet a supervisor, depending on the tool used, you might find some of the feedback less valuable, or if you have been in your role a relatively short time, you might get more useful feedback by waiting a bit longer. Make sure you are interested in and engaged in the process – if you go in skeptical, others may sense that and your attitude and outlook may significantly reduce the value of the process.

Next, you must decide who to invite to “rate” you. Some of the choices may be obvious – the tool will probably include feedback from your boss. Beyond that you likely have some discretion about who you select. To maximize the value of the process select raters who:

- **Provide a broad perspective.** Get co-workers and direct reports. Consider teammates, vendors or Customers if appropriate.
- **Provide a balanced perspective.** Don’t just include the co-workers that “like” you.
- **Have enough experience and exposure to rate you.** It is hard to rate someone when you don’t have enough experience with them. This challenge can often lead to skewed or difficult to understand feedback.

Selecting a Coach

Whatever tool you choose, it will create a report with a lot of data! To get the most out of this process, use a coach to help you accurately and dispassionately analyze the results and determine what it all means.

The right coach should understand the tool and the report it generates and have great coaching skills to help you maximize your learning from the feedback provided. Select a coach for both their skill and their fit with you.

Having a Follow-up Plan

Getting feedback, however it is received, is only as valuable as how it is used. While a coach may help you set up an action plan, that plan should be followed up with conversations between the participant and the boss. It is through these plans and the action they create that real improvement will come.

How to Select and Use a 360 Assessment (continued)

A 360 assessment can be a truly valuable tool when used correctly and for the right reasons. Understanding those reasons, and planning your approach as described here will help individuals and organizations get far more from this valuable feedback process.

Final note – If you or your organization would like to know more about our 360 assessment and coaching process, learn more on [our website](#).

ABOUT BUD TO BOSS

Bud to Boss provides new leaders and organizations looking to develop new leaders with insight, resources and powerful learning opportunities designed to specifically address the challenges of successfully transitioning from peer to leader.

To speak with someone about how we can help you or your organization, send a note to **info@BudtoBoss.com** or call the number on this page.

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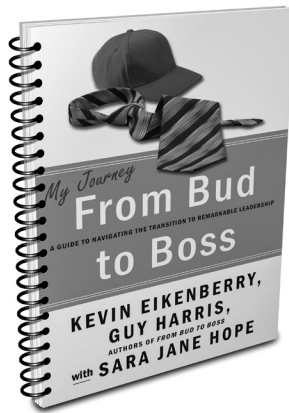
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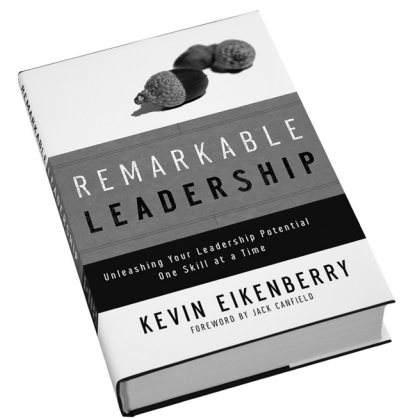


My Journey From Bud to Boss

A companion volume to the From Bud to Boss book, the Journey is a workbook designed to help you apply the knowledge gained to actual work experiences. It includes activities, questions, and exercises designed to take you beyond the concepts introduced to you during the Workshop or the book. And while this book is completely designed to be written in, all of the templates and tools are available in both PDF and Word document form so that you can use them over and over.

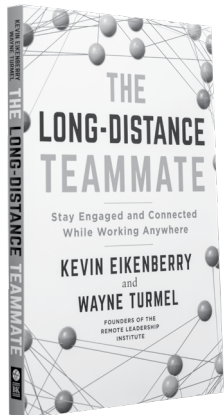
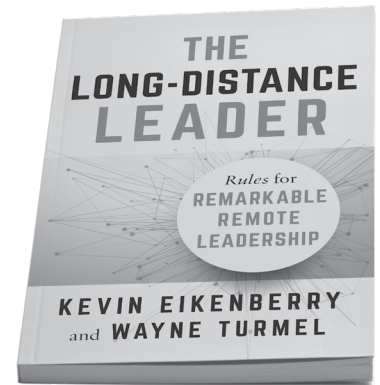
Remarkable Leadership

is a practical handbook written for anyone who wants to hone the skills needed to become a remarkable leader. This book outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way. It explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.



The Long-Distance Leader

is a practical, candid look at what it takes to lead people, projects and teams in today's dispersed workplace. The book showcases 19 rules for being a remarkable remote leader, and offers practical models, tools, and best practices to tackle the real-world challenges from how we work and communicate virtually.



The Long-Distance Teammate

Written by the founders of the Remote Leadership Institute, this book is the most authoritative single resource for helping remote workers get work done effectively, build relationships that are both productive and satisfying, and maintain a career trajectory when they are not in constant close contact with their leader, coworkers, or the organization in general.

Check out our website for additional leadership resources including our free video training series, blogs, newsletters, podcast and more!

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