Building a 360 assessment from competency frameworks

TRACK
Feedback for a Better Workplace

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Track Surveys
www.tracksurveys.com

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Graffiti FEEDBACK

Refreshingly simple, employee driven

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A small sample of our clients

Today we will cover

Building Your bespoke 360:

- Deciding on the structure, layout and length of your 360
- How to re-word your competencies to create effective 360 questions
- How to choose the right rating scale for your 360

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360 Degree Feedback

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How Organisations use 360 Degree Feedback

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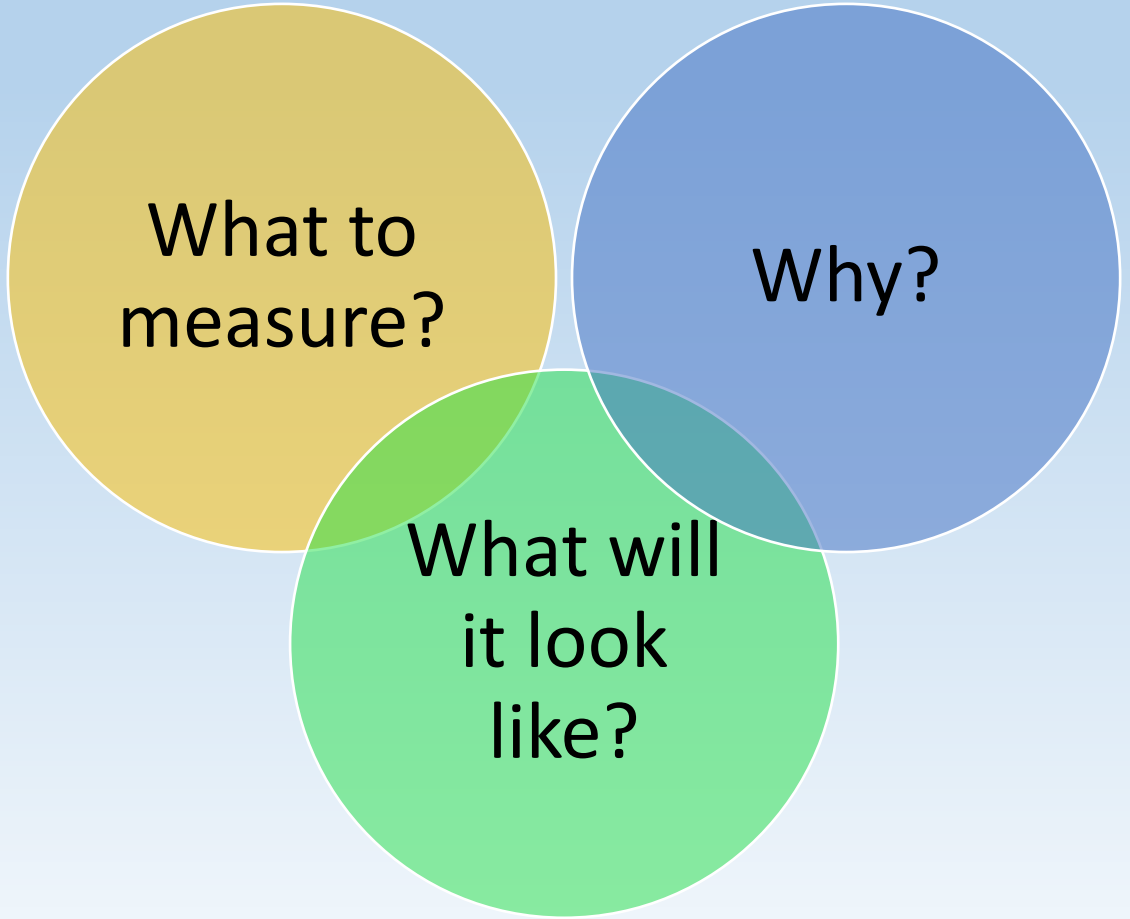
Deciding on the structure,
layout and length of your 360

Always keep your final objective in mind



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Identify your Skillsets

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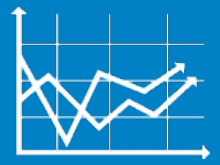
LEADERSHIP FRAMEWORK

LEADERSHIP COMPETENCIES



Strategic Thinking

Building Strategic Awareness
Creating Innovative Ideas
Increasing Adaptability

Leading People

Building Trust
Fostering Collaboration
Developing People

Value diversity
Listen to others
Create trust
Build relationships
Develop people
Promote collaboration

Inspiring Performance

Stakeholder Relationships
Dealing with Ambiguity
Communicating Effectively

Give direction
Create clarity
Build confidence
Inspire others
Decide swiftly
Gain support

Driving Customer Value

Customer Focus
Leading Change
Improving Performance

Customer value
Great execution
Make things happen
Empower others
Drive change
Continuous improvement

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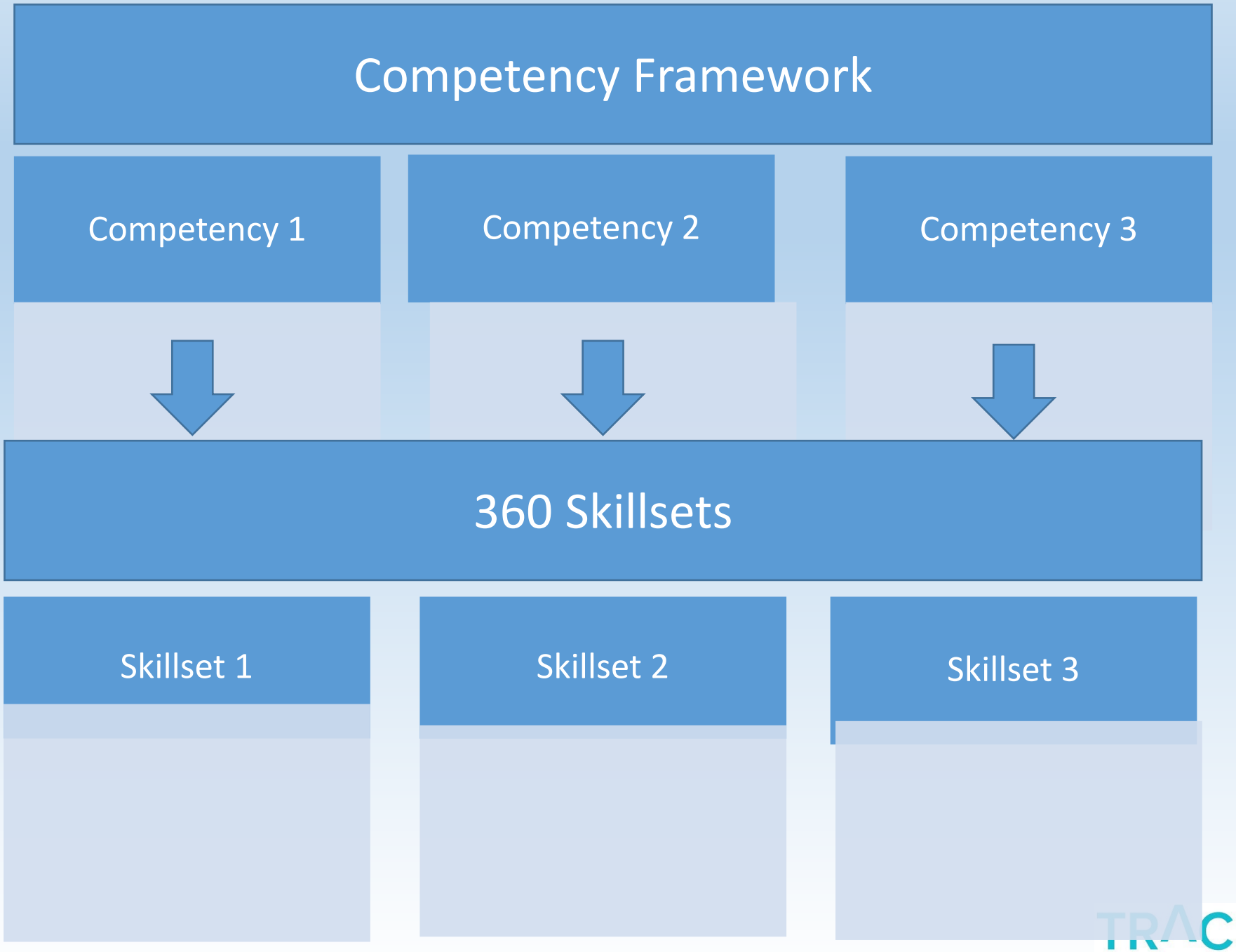

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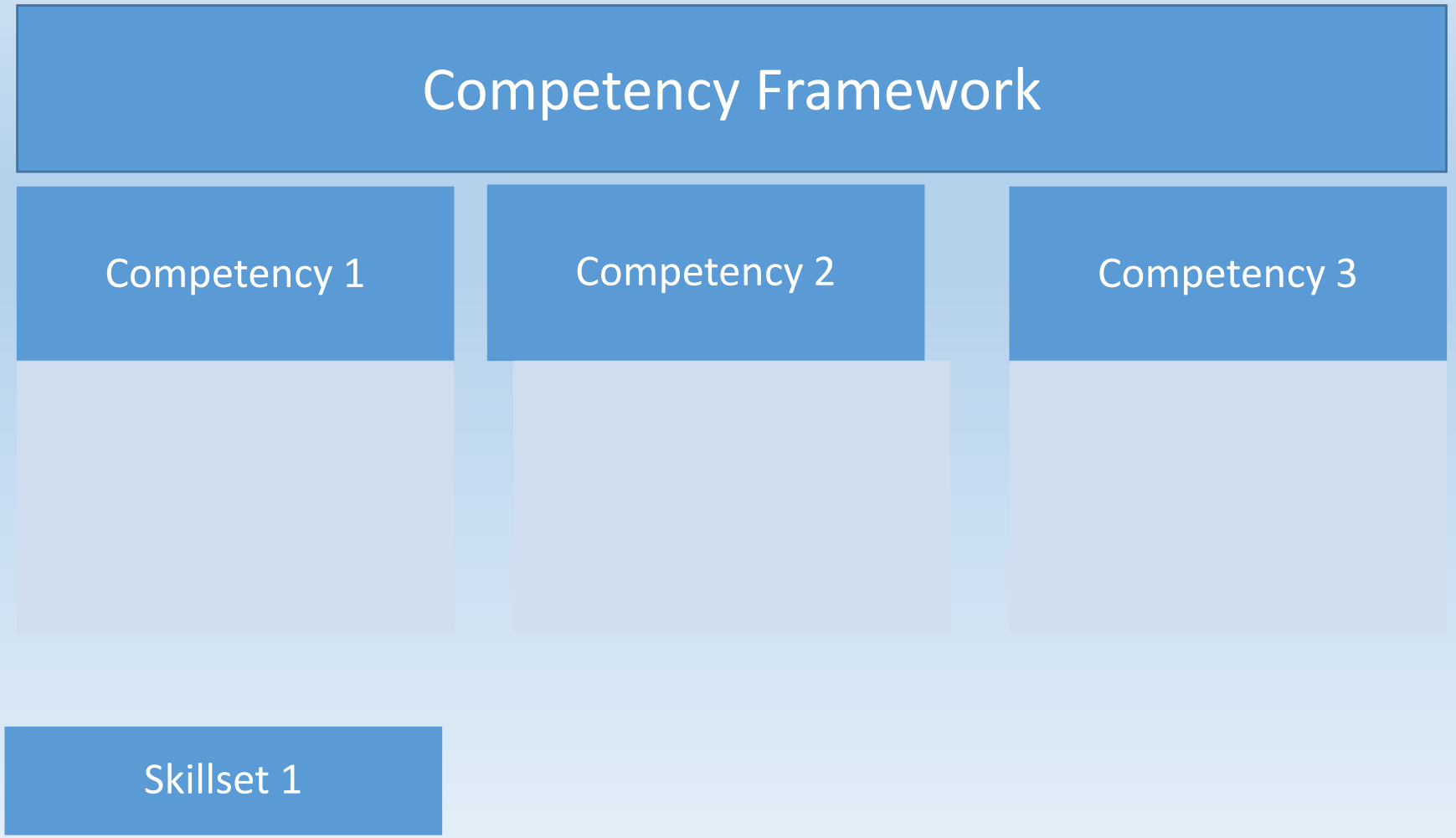

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How many questions in each ?

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How to create effective 360 questions

Competency Framework

Business Development	Customer Management	People Management

Developing the Business

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Business Development: Competency

- Lead a business development culture in Our company by bringing in a pipeline of business and adhering to strategies and use of systems.
- Create a profile both inside and outside the firm; become the known face and the person to come to for advice and direction; join relevant associations and business groups; maintain a social media profile.
- Define a networking plan to ensure that networking is targeted rather than scattergun; Attend networking events and other opportunities to widen the professional and contact network; Network effectively within events to ensure there is a goal and not just a jolly; Follow-up with relevant information – creating a need to stay in contact; become the conduit for a professional network.

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1. Draft Your questions for each Skillset

- Break down each Skillset into separate statements which will become the 360 questions

Developing the Business

- Leads a business development culture
- Brings in a pipeline of business
- Creates a profile both inside and outside the firm
- Joins relevant associations and business groups
- Defines a networking plan
- Networks effectively within events

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- If you only have headline competencies or Skillsets e.g....

- Values diversity
- Listens to others
- Creates trust
- Builds relationships
- Develops people
- Promotes collaboration

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- …break each down to the behaviours that demonstrate it, what it "looks like"…

Develops people =

- Provides opportunities for me to learn and improve
- Supports me with constructive feedback
- Makes time to coach team members
- Encourages colleagues to learn from mistakes
- Allows time out to attend training

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2. Questions for effective 360 feedback

Take each question you have and make it:

Observable:

Can you see someone doing it?

“Thinks strategically” (how do you know?)

“Demonstrates strategic thinking”

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Measurable:

Can you rate it on a scale?

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Meaningful:

Does it make sense to the person giving the feedback, and the person getting the feedback?

“Leads a business development culture”

“Prioritises business development” or

“Supports the team in prioritising business development tasks”

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- Only 1 observable action in each question

"Asks for and responds positively to feedback"

"*Asks for feedback*"

"*Responds positively to feedback*"

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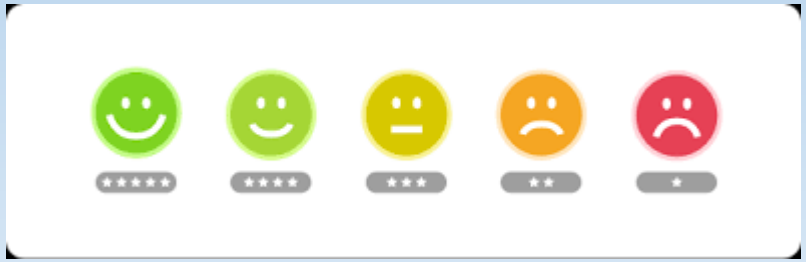
- Make each question *a positive*, not a negative sentence, otherwise people will get confused!



"Doesn't treat anyone in the team differently"

"Treats everyone in the team equally and fairly"

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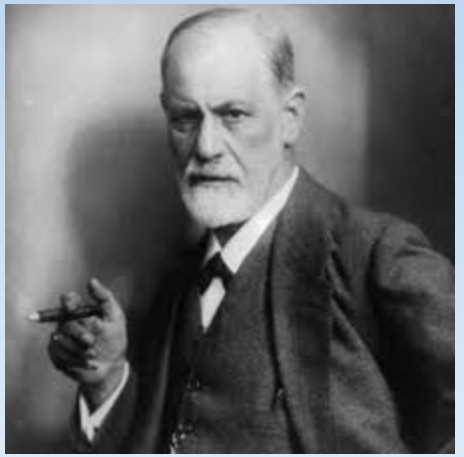
- Don’t try to measure the generalities or ‘psychological’ factors of the employee
- Instead, focus on **actions and what can be seen and observed**



“Is an understanding manager”

“Shows concern for the needs of her team”

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- Keep the wording *simple* and not ‘HR’ or ‘corporate jargon’ (e.g. avoid “competencies” in your questions!)

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- Don’t use vague or general sentences like “Is a good communicator”.

Instead break it down to what a good communicator does in your organisation, e.g.

- “Gives constructive feedback”
- “Explains tasks clearly”
- “Changes communication style for different audiences”

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3. Decide On Your Rating Scale

Working in a Team

	Almost never	Seldom	Occasionally	Often	Almost always	Unable to comment
	1	2	3	4	5	?
Andy builds effective relationships with everyone in the team	○	○	○	◉	○	○
Andy supports the team with their individual roles and responsibilities	○	○	○	○	○	○
Andy creates an evironment of mutual respect	○	○	○	○	○	○
Andy acts ethically and visibly encourages others to do the same	○	○	○	○	○	○
Andy makes time available to support others	○	○	○	○	○	○
Andy shares information freely and openly with the team	○	○	○	○	○	○

Helping Colleagues to Develop

	Almost never	Seldom	Occasionally	Often	Almost always	Unable to comment
	1	2	3	4	5	?
Actively supports colleagues with their training and development	○	○	○	○	○	○
Proactively delegates tasks to provide learning and stretching for colleagues	○	○	○	○	○	○
Regularly discusses colleagues' development needs with them	○	○	○	○	○	○
Regularly reviews performance to encourage learning from past actions	○	○	○	○	○	○
Shares own learning and experience to help colleagues develop	○	○	○	○	○	○

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- A 5 Point scale is most common and best practice
- A 4 Point or other scale can be used
- Labels can include

  - Strongly disagree, Disagree, Partly Agree, Agree, Strongly Agree
  - Needs development/Some development points/Effective/Highly effective/Role Model
  - Frequency, i.e. Almost Never/Sometimes/Regularly/Often/Always

We recommend you check each question to make sure the wording fits the rating scale you have chosen

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Working in a Team

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Andy makes time available to support others	○	○	○	○	○	○
Andy shares information freely and openly with the team	○	○	○	○	○	○

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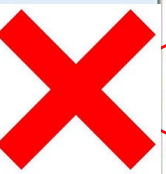

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4. Consider text as well as rating questions

- Add comments, observations or notes on the particular Skillset

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Managing self

	Almost never	Seldom	Occasionally	Often	Almost always	Unable to comment
	1	2	3	4	5	?
Systematically develops their own skills	○	○	○	○	◉	○
Leads the team by their own example	○	○	○	◉	○	○
Asks for feedback from the team	○	○	○	◉	○	○
Listens to feedback and acts on it	○	○	○	○	◉	○

Please provide examples to support your ratings

Motivating and managing the team

	Almost never	Seldom	Occasionally	Often	Almost always	Unable to comment
	1	2	3	4	5	?
Delegates tasks that will help the team to learn and develop their skills	○	○	○	○	○	○
Gives public recognition and praise when it's due	○	○	○	○	○	○
Treats everyone consistently	○	○	○	○	○	○
Help the team to set themselves challenging goals	○	○	○	○	○	○

Please provide examples to support your ratings

4. Other text feedback

- “What would you like Kareem to Start doing, Stop doing or Continue doing?”
- “What one thing should Kareem do to become a better team leader?”
- “What do you like most about working with Kareem?”

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5. Review your draft 360 and rating scale, consult with stakeholders and users

- Ensure style and language are suitable for the organisation
- Remove duplicate questions
- If too many questions, decide on critical questions and remove secondary or less important questions

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Christine Lagarde - Feedback for Bill Gates

Manager to Leader 360 Feedback

Managing self

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	1	2	3	4	5	?
Systematically develops their own skills	○	○	○	○	◉	○
Leads the team by their own example	○	○	○	◉	○	○
Asks for feedback from the team	○	○	○	◉	○	○
Listens to feedback and acts on it	○	○	○	○	◉	○

Please provide examples to support your ratings

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Gives public recognition and praise when it's due	○	○	○	○	○	○
Treats everyone consistently	○	○	○	○	○	○
Help the team to set themselves challenging goals	○	○	○	○	○	○

Please provide examples to support your ratings

Building customer relationships

	Almost never	Seldom	Occasionally	Often	Almost always	Unable to comment
	1	2	3	4	5	?
Looks for new ways to help customers	○	○	○	○	○	○
Stays close to customers to understand their changing needs	○	○	○	○	○	○
Makes sure the team are give the tools they need to build relationships with customers	○	○	○	○	○	○
Ensures we act on customer feedback	○	○	○	○	○	○

Save my feedback and finish later **4 of 16 mandatory questions completed** Printer friendly

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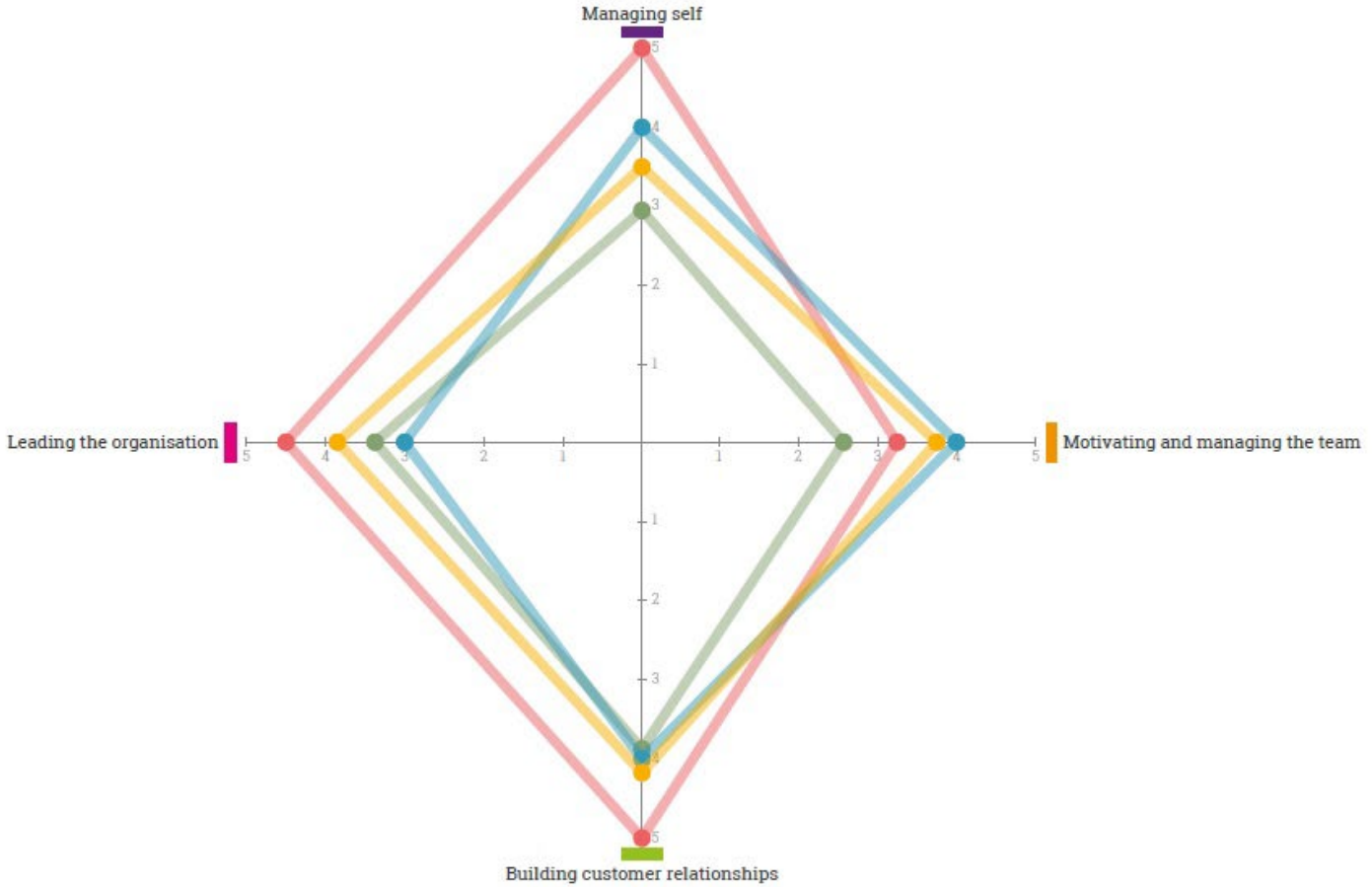
Feedback Report: Examples



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2.2 Skill-sets: Ranked highest to lowest

This chart lists your Skill-sets, ranked highest to lowest based, on your colleagues' ratings. You can also compare each rating against your Self-review.

This will give you an indication of your general strengths and development needs. These can be explored in more detail in 'Your detailed feedback'.

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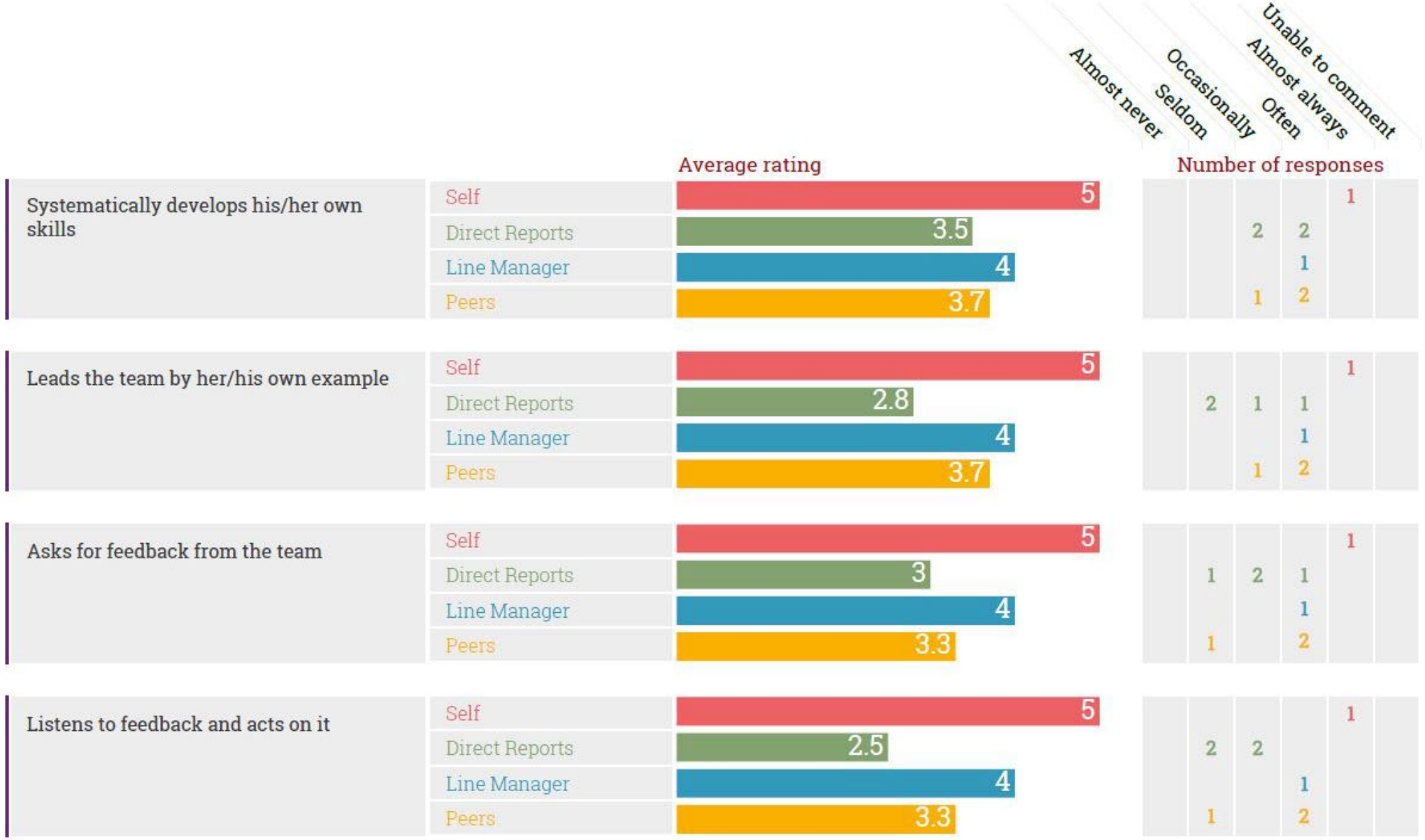

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Please provide examples to support your ratings

Self	I have my own leadership style and everyone seems to be happy with that.
Direct Reports	Good personality, fun to work with. Explains the overall strategy well, gets us excited about future projects.
Line Manager	Anish now needs to start thinking more broadly and with more of a view on the next 2-3 years, both in terms of the team and also his own development into a leader.

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For a demo and a full sample 360 report, please email me

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