



Enhance the Value of 360-degree Feedback Programs

The value of a 360-degree feedback program for your leaders and organization depends on the translation of research-based knowledge into practical application.

Consideration 1: Is a 360-degree feedback program likely to be beneficial for our organization? Understanding the benefits, the downsides and how a program should be used are aspects of considering the benefit of a program.

Consideration 2: How do we develop or select the most useful 360-degree feedback instrument? Development includes defining performance dimensions through selection of assessment items.

Consideration 3: How do we effectively implement the program? Decisions range from training needed to use the system and selection of raters through administrative controls.

Consideration 4: How do we interpret the feedback? This includes providing the results to participants as well as evaluating the effectiveness of the program.

Adapted from Morgeson, Mumford, and Campion (2005). "Coming Full Circle: Using Research and Practice to Address 27 Questions About 360-Degree Feedback Programs."

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