



360 Degree Feedback

Rich and detailed feedback to understand learning and development needs.



IMPROVING PERFORMANCE THROUGH PEOPLE

www.cqlgroup.co.uk



WHAT IS 360?

360 is a web-based tool providing the opportunity to gather 360-degree feedback on individuals within an organisation (most often leaders and managers, though not exclusively). The platform uses proven technology and can be based around any set of competences or capability requirements: new or existing. An invaluable tool in any comprehensive strategy of leadership and management development, or as a tool for determining the learning and development needs of any group of people.

FEATURES AND BENEFITS OF 360

FEATURES	BENEFITS
<ul style="list-style-type: none">■ The 360 tool can be designed around an existing set of competences or capability statements, or we can assist in devising a suitable set of statements if these are not already in place■ Results are immediately available on-line when respondents have provided their feedback■ Can be set up to manage any number of participants and any number of respondents■ Ranks an individual's competency profile from strongest to weakest■ Aggregates the results to identify organisational development areas■ Respondents can be internal (peers, line manager, reports) and / or external (customers, stakeholders, service users)■ Anonymity assured	<ul style="list-style-type: none">■ Allows managers and aspiring managers to establish how effective they are in their role■ Can be used very effectively as a lead-in to any change or transformation programme and as part of ongoing organisational development■ A powerful and proven addition to any quality management development strategy: for example to help define needs and design a programme that is consistent with organisational objectives and values■ Promotes the concept of personal action planning and responsibility for development■ Brings leadership capabilities to life in the organisation and embeds their message more deeply and consistently■ A powerful addition to performance management strategies■ Reinforces a culture of feedback and continuous learning



360 WORKS WELL IN CONJUNCTION WITH OTHER CQL SERVICES

Investors in People

The Investors in People journey places the role and performance of people managers and leaders at its core. 360 offers a comprehensive option for understanding their strengths and weaknesses, bringing direct feedback from line manager, peers and reports into the mix to build a reliable picture of leadership performance. As a step in the Investors in People journey, 360 is highly valuable and leads to much greater focus in developing the best organisational culture and practices.

Action Learning

Armed with a detailed understanding of their strengths and weaknesses and consistent with the idea of encouraging personal responsibility for development, leaders and managers can use the Action Learning model to take forward their improvement goals and learn from other leaders in the organisation. This is a very powerful and effective means of building a transformational learning culture within a management team, and the inclusion of both 360 and Action Learning as elements of a leadership development programme is recognised as best practice.

E-Survey

A comprehensive staff survey tool, the results of E-Survey and 360 together can be used to build a truly informative picture of the dynamics of people management, leadership, engagement and staff development in your organisation. E-Survey results can be cross-referenced to the output of a 360 report to explore trends and underlying causes, or perhaps the survey would be designed to explore wider perceptions of management capability.

Advanced Recognition

The more advanced requirements of the wider Investors in People framework include expectations that managers are given feedback directly against the capabilities expected of them, that there is a culture where giving and receiving feedback is valued and where people explicitly are able to give feedback to their line manager. These requirements, and more, are well-served by the 360 service - leading not only to significant business benefits but also affording the opportunity for an advanced grade of Investors in People Recognition, if the option is chosen.

Rolling / Annual Review

Any organisation undergoing a form of review against the Investors in People Standard on an annual basis would benefit from the inclusion of 360 feedback results before the review takes place - allowing the Assessor to gather more detailed, informative insights into how best to proceed with any development activity implied.





360 AS A TOOL FOR LEARNING NEEDS ANALYSIS

Although the most common use of 360 is in its role as a feedback medium for leaders and managers, there are much wider possibilities for other staff roles. Any set of competences can be used as a basis for the activity, allowing for detailed feedback on any set of staff whose performance you wish to understand in more detail.

HOW CAN I FIND OUT MORE?

- A PowerPoint presentation is available which offers a more detailed overview of the 360 service.
- For access to an on-line demo of example reports produced, visit:
www.360-cqltools.co.uk and input username: **Demo** and password: **Demo**.

For further information on how 360 can work for your organisation, call the **CQL Helpline** to arrange an informal chat on **020 7492 5901**.

You can also e-mail us at **info@cqlgroup.co.uk**. One of our expert advisers would be more than happy to visit for discussion of how we can help you improve business performance through a deeper, and richer, understanding of leadership strengths and weaknesses.



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