

Hamilton-Chase Consulting

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applying
behavioral science
to enhance
executive and
organizational
performance

Our Philosophy About 360° Surveys

360's require a significant time commitment, both on the part of the candidate who is receiving the feedback and on the part of that person's colleagues who are filling out the survey instrument. And yet we've seen companies spend a small fortune sending their executives to high-end programs from which they return with 360 results in a very handsome binder that just sits on their credenza. So much time, *all* that money, with very little development actually occurring.

360's can be an enormously powerful developmental tool, but to maximize their utility you have to have a solid 360-survey instrument and you have to have a solid feedback process.

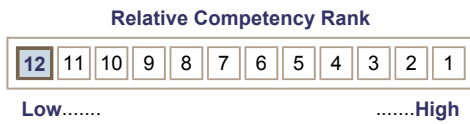
With regard to the instrument, the questions on the survey should target the specific competencies that are needed to succeed in the role in question. Do the survey questions relate to the demands of the job? At Hamilton-Chase Consulting, we recommend the ASSESS 360 because it can easily be tailored to your model of what a high performer should look like. Another nice feature: it specifies the highest and lowest rated behaviors, so there's absolutely no ambiguity about what needs to be addressed.

No psychological test can think for itself; the results have to be interpreted and feedback has to be provided in a thoughtful, meaningful way that the individual can make use of. The same thing goes for 360's. The 360 might get a person's attention, but it's the feedback that helps move a person from point A to point B. This is an area where too many firms shortchange themselves; they're reluctant to invest in sufficient individual feedback. Unfortunately, by not arranging for at least two or three hours of feedback for each candidate, much of the potential benefit of the 360 is left untapped. The situation is not unlike the company that provides a fully equipped on-site gym for its employees but doesn't give them time during the workday to use it.

The feedback process does more than just present the results. It should engage the individual in self-examination. As psychologists, we're used to helping people take a more honest, genuine look in the mirror, and that includes gently challenging them if the feedback differs from their self-perception. We point out that if the 360 only told us what we already know, then it's not very useful, is it? If the individual is highly defensive about certain feedback, we encourage them to suspend their judgment temporarily and see whether we can use the information later on – even if they disagree with it at the moment.

Excerpt from the ASSESS 360° Survey:

Tying 360° survey questions directly to your company’s competency model will result in more meaningful, relevant feedback for the candidate (see example on the following page). Those rating the candidate, too, will be more inclined to spend time responding to the survey if they perceive that it is targeting pertinent aspects of the candidate’s behavior. Here is an excerpt from the ASSESS 360 report:

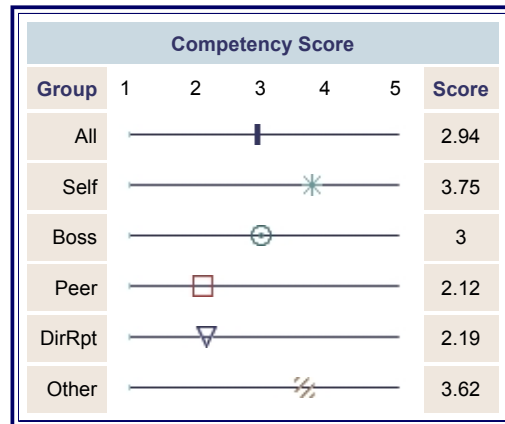


Resilience

Effectively dealing with work related problems, pressure, and stress in a professional and positive manner.

People who exhibit resilience maintain a positive attitude even when faced with frustration, pressure or change. They recover quickly when faced with obstacles or setbacks.

Strongly Disagree = 1 ... Strongly Agree = 5



Behavior Strengths and Weaknesses + = above norm (or 3.75 and up) - = below norm (or 2.25 and down)	Self	Boss	Peer	DirRpt	Other
1. Is consistently positive in his/her attitudes about work		+	-	-	
2. Consistently behaves in a professional manner, regardless of circumstances	+		-	-	
3. Maintains a positive attitude despite stress and frustration	+	-	-	-	+
4. Recovers quickly from disappointment, customer rejection, unfulfilled expectations and other setbacks					+

Maximize the meaning of 360 feedback:

A method to make the 360° feedback process even more meaningful is to administer the ASSESS personality instrument at the same time as the 360. Doing so allows you to construct a 2 x 2 matrix that presents 360 feedback within the context of the candidate’s personality – permitting a much deeper level of analysis.

<p>360 Feedback:</p> <p><u>Observed Strengths</u></p> <p>In Depth Problem Solving Delivering Results</p> <p><u>Areas for Improvement</u></p> <p>Teamwork & Collaboration Planning and Organization</p>	<p><i>“Performing Well”</i></p> <p>Delivering Results</p>	<p><i>“Absolute Strength”</i></p> <p>In Depth Problem Solving</p>
	<p><i>“Opportunities”</i></p> <p>Teamwork & Collaboration</p>	<p><i>“Unrealized Potential”</i></p> <p>Planning & Organization</p>

Personality Test Results:

<u>Less Well Suited</u>	<u>Well Suited</u>
Delivering Results Teamwork & Collaboration	In Depth Problem Solving Planning & Organization

In this abbreviated example, the competencies viewed as Observed Strengths and Areas for Improvement (from the 360) appear on the vertical axis. On the horizontal axis, the Personality Test Results indicate whether or not the candidate is well suited to display those competencies. We can then say to the candidate, “Let’s consider the competency of **Delivering Results**. The personality test suggests that this isn’t your strong suit, and yet the 360 feedback indicates that your colleagues see this is as one of your strengths. It’s probably not easy for you but clearly you’re performing well in this regard; what can we make of that, and how do we harness your success here in other areas?” And so on . . .

To discuss how 360° surveys can be deployed at your firm, please call Dr. Larry Gard at (312) 787-9620, or email drlgard@hamiltonchaseconsulting.com