

## Quantify Off-the-Shelf 360° Feedback Systems

### The process step by step

#### Before instructing us

You must get the consent of the people we will be gathering feedback about. If that means just you, you can skip this section and resume reading at [Step 1 – Who will participate](#).

People participating in a 360° Feedback project should do so as volunteers. If people are unwilling;

- It is an unwarranted intrusion into their privacy to try to gather other people's opinions about them.
- They might well choose not to cooperate by nominating anybody to provide feedback, so we will not be able to produce a report and your money will be wasted.
- Even if they get a report, they won't approach it with a constructive mindset, so they probably won't get anything out of the process.

We suggest that before you instruct us, you hold a meeting with the group you plan to include in any project.

- Explain what 360° Feedback offers;
  - A way to get frank feedback from colleagues who otherwise might feel inhibited from saying what they really think
  - An opportunity to check that others perceive our behaviour the way we intend
  - Affirmation from others of the things you do well
  - Suggestions about ways you could be more effective
  - A valuable objective input into your personal development planning
  - A benchmark to compare with later, when you have taken action based on what you learned the first time.
  - A way to help improve the effectiveness of management, organisation-wide
  - A contribution to the organisation's drive for continual improvement
- Explain how the system works, by reference to Step 5 below which describes the stages the participant will experience.
  - Participants choose who we approach for feedback (Ensures buy-in from participants and still gets useful feedback – even your closest friend can suggest some ways you could improve.) Participants should consult people first, though, to make sure that they are willing to respond, and so that they will be expecting an email from us.
- Emphasise the confidentiality of the system
  - Who will see the participants' reports? (depends on your briefing to us and might be a) only the participant, b) the participant and your project manager, or if you choose to use our Consultant Facilitated Feedback, c) only the participant and our consultant)
  - Participants will not know how other individuals responded
    - Excepting their manager
    - Responses from other sources (Peers, Direct reports, Clients / others) will only show if more than one has responded.
    - If some people don't take up an invitation to provide feedback, nobody will know who did and who didn't respond.

## Step 1 – Who will participate?

You decide who you want to get 360° Feedback for. By briefing us to include them in a project, you certify that you have obtained their agreement to participate.

For the sake of an illustration, let us assume that you have agreed that a team of eight managers in your organisation will all participate. You make a list of their names and email addresses.

It may be that you just want feedback for yourself, in which case yours will be the only name on the list.

It is important to get the email addresses right so if you can it is best to copy them from your email application (where presumably you know that they work) and paste them into the list.

Name	Email
Alan Critchlow	Alan@ABCDE1234.co.uk
Briony Jones	Briony@ABCDE1234.co.uk
Charles Bamford	Charles@ABCDE1234.co.uk
Doreen Parker	Doreen@ABCDE1234.co.uk
Eileen Franke	Eileen@ABCDE1234.co.uk
Fred Harris	Fred@ABCDE1234.co.uk
Gary Rowe	Gary@ABCDE1234.co.uk
Henry Pooter	Henry@ABCDE1234.co.uk

## Step 2 – Which questionnaire?

Decide which system to use for each participant. There are two different questionnaires.

### Senior Manager

Designed for a manager who manages a team of people who themselves manage teams of people.

### Front Line Manager

Designed for a manager who manages a team of people who don't manage others.

Split the list into two lists if necessary, one for each feedback system.

Senior Manager	
Alan Critchlow	Alan@ABCDE1234.co.uk
Eileen Franke	Eileen@ABCDE1234.co.uk
Gary Rowe	Gary@ABCDE1234.co.uk

Front line manager	
Doreen Parker	Doreen@ABCDE1234.co.uk
Briony Jones	Briony@ABCDE1234.co.uk
Charles Bamford	Charles@ABCDE1234.co.uk
Fred Harris	Fred@ABCDE1234.co.uk
Henry Pooter	Henry@ABCDE1234.co.uk

Each of these lists represents a project. The processing involves:

### Senior Manager

Project set up; 1 @ £60	£60
Processing and reporting; 3 participants @ £60	£180
<b>Total</b>	<b>£240</b>

### Front line manager

Project set up; 1 @ £60	£60
Processing and reporting; 5 participants @ £60	£300
<b>Total</b>	<b>£360</b>

### Step 3 – Ordering and Payment

Decide how you want the reports to be fed back. We recommend Consultant Facilitated Feedback (see [below](#)).

We require payment in advance. You can email us or telephone and we will invoice you for the options you have chosen.

### Step 4 – Project briefing

When payment clears, we will send you a briefing form (as an Excel workbook) for each project. You complete the briefing, which provides space for you to tell us the names and emails of the participants and to specify the schedule for the project.

Scheduled date	Action taken
Publication date	Date on which emails should be sent to participating managers inviting them to nominate respondents and complete self assessment
Nomination reminder date	Date on which emails should be sent to participating managers reminding them to nominate respondents (if they have not already done so).
Progress reports / response reminders date	Date on which progress report should be delivered to Participants / Project Manager and reminders sent to respondents in any category where there is a shortfall.
Close date	Last day on which the survey should be available for respondents to complete feedback. We will prepare reports with the responses we find on the following morning.
Report delivery	The date by which the final reports should be delivered.

If you are handling a project with a number of participants, you can also name a project manager who will coordinate the project and may receive copies of all the email correspondence. If you plan to use our Consultant Facilitated Feedback options, our consultant will be the project manager.

You return the completed briefing to us. We will contact you if we need any further information. Otherwise, the whole project will be handled from here onwards by our system

### Step 5 – We take over

**Publication date:** Our system generates emails to participants with a link to a web page where they can nominate the people they wish invited to provide feedback (respondents), and another link to their self-assessment version of the questionnaire. The email reminds them that before making their nominations, they should speak to the people whose feedback they want us to invite, to check that they are willing to cooperate, and so that they will be expecting an email from us.

- Our system generates invitation emails to nominated informants, with a link to the web questionnaire.
- Our system advises participants of any nominations which have failed because of invalid email addresses, missing details etc, and invites them to re-nominate.

**Nomination reminder date:** Our system issues reminders to any participants who have not yet nominated informants.

**Progress reports / response reminders date:** On the date you specified, the system generates progress reports for participants, showing who they nominated in each category of informant and how many have so far responded, not who they are – the system provides anonymity to informants provided more than one was nominated in any category.

On the same date, the system generates reminder emails to all members of any informant category where there is a shortfall in responses, explaining that because of the anonymity built in, we don't know whose response is missing, but providing the link to the web questionnaire again.

**Close date:** The system closes to further responses and generates reports using the bespoke layout previously agreed with you. Reports are sent as .pdf attachments to email sent to participants, or to a project manager who will arrange feedback sessions.

### Consultant Facilitated Feedback

Participants will get much more out of their feedback if they receive it as part of a discussion with an experienced professional. This discussion will cover their personal career and job-related objectives and only when these have been clearly established will the consultant introduce the participant's 360° Feedback report which will be just one of the inputs to the process. The outcome will be a personal development plan which the participant will work out with the guidance and support of the consultant.

This process is best handled in a face to face meeting but for convenience or economy it can be done by telephone.

	<b>Front Line Manager</b>	<b>Senior Manager</b>
<b>by Telephone (available in English only, worldwide)</b>		
Two telephone conversations, each of up to an hour in duration, one before the 360° Feedback report is available, one after.		
Per participating manager in UK	£120	£200
Per participating manager outside UK	£150	£230

### in Person (available in UK only)

Our consultant will visit your premises where you will provide a room suitable for informal one-on-one meetings. Our consultant will conduct up to three feedback meetings during the day, of duration up to two hours each. Fee includes any necessary travel, subsistence and accommodation expenses

Per day, in Area 1 (Greater London, Surrey, Hampshire, Berkshire, Buckinghamshire, Hertfordshire, East Sussex, West Sussex, Dorset)	£750	£1,250
Per day, in Area 2 (all UK not included in area 1)	£800	£1,300