

# PEOPLE POINTS

February, 2002

## DEVELOPING PEOPLE—360° A Performance Enhancing Supplement

*There exists a powerful performance enhancing supplement that can help employees work together more effectively. This supplement helps managers learn to lead, while turning leaders into business strategists. It can even help executive teams gain greater commitment to the organization's mission. What is this performance enhancing supplement—it's called a 360° / multi-rater process.*

For many companies the fate of an employee rests on the opinion of his/her manager, which too often is based on business unit performance rather than overall managerial qualities. For many managers advancement & future assignments are based on the opinion of the immediate boss, a viewpoint

often too narrowly defined. When development, guidance & feedback involves just the supervisor, surprises can occur in the form of missed business opportunities, employee turnover, loss of customers, & morale deterioration.

On the other side, the multi-rater process collects data from various sources who have contact & work with the individual on a regular basis. Sources typically include peers, direct reports, even customers & vendors. Data from this variety of sources provides a fuller, richer & broader perspective allowing for greater targeted development.

The power of using a multi-rater process to develop people lies in the fact that 'people like to know how they are

performing'. Unfortunately, most individuals & teams do not function as well as they could given their intelligence & experience. This is not due to a lack of motivation or competence, but rather a lack of understanding of people & how to influence people effectively.

There are several points to consider when implementing a 360° process:

- **Organizational Self-Analysis.** Questions such as: Is our company prepared to handle the business challenges of the future? Do we have the right people in place & are they ready to 'step up' to accept these challenges? Are our employees willing to follow our managers? Is our executive team committed to our strategic mission? If there is doubt, a 360° process might be beneficial.



### Tips:

- Is It Needed?
- Secure Management Commitment
- Choose Format That Works Best for You
- Customized or Pre-developed Process?
- Make sure data collected will be meaningful
- Track Results



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*Aligning People with Purpose  
Because  
People with Purpose Perform*

Since 1988 Varga Associates, Inc., a San Antonio Texas based, Management and Human Resource Consulting company has provided a range of services including:

- Outplacement
- Strategic Career Management
- Coaching with Confidence
- Leadership Development
- Assessments
- Surveys
- Retention Improvement Assistance
- Automated Applicant Tracking & AAP

***“Loneliness is the penalty of leadership, but the man who has to make the decisions is assisted greatly if he feels that there is no uncertainty in the minds of those who follow him, and that his orders will be carried out confidently and in expectation of success.”***

*South—A memoir of the Endurance Voyage* by Ernest Shackleton

- **Clearly define & understand the reason for implementing the 360° process.** Achieving the strategic objectives of the organization requires synchronized behaviors of all personnel. People need to know what will be required of them & how their current behavior differs from expectations.
- **Secure management agreement and commitment.** Only by full discussion & disclosure can management ‘buy in’ be achieved. Conducting open meetings, having one-on-one conversations, & providing examples are some practical ways to introduce the process.
- **Choose a format that works best for you.** A questionnaire format is typical, yet one-on-one interviews can be used, & combinations

are not uncommon.

- **Evaluate whether to build your own customized process or use a previously developed one.** A customized process allows you to choose specific areas of interest unique to the organization but requires lengthy development & experienced staff. A pre-developed process can save time & money & may have better statistical validity.
- **Be certain that the data to be collected will be useful and meaningful.** Questions should be based on practical work behaviors, i. e. setting objectives, planning, teamwork, etc., & easily understood by all respondents.
- **The feedback report should be clear, understandable & offer sufficient information for meaningful discussion.** It should offer comparisons to appropriate norm groups. Check to see if recommendations & descriptive analyses are also provided so positive action can be undertaken.
- **Be certain support materials are available to assist in the feedback & performance improving planning cycle.**
- **If using internal staff,** train managers so they understand the process,

nuances of interpreting the report, proper feedback & coaching techniques.

- **If using an outside source,** be certain they are qualified & have a solid reputation.
- **Track Results.** Use observation, feedback, productivity measurements then re-survey.

***Positive impact should materialize.***

**If you know of someone that might be interested in receiving our newsletter, please let us know OR if you would like additional information concerning the 360° Process—**

**Please complete and FAX BACK to 210-490-3393**

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