

**Strategic Performance Management**  
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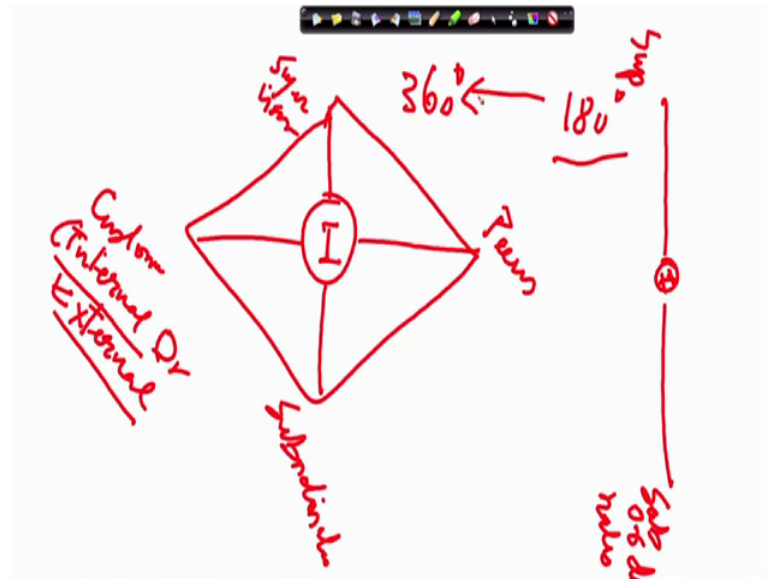
**Lecture – 20**  
**360 degree appraisal**

Welcome back to the next session that is lecture 20 of this fourth week lecture. As you remember, we have been talking about different approaches to a performance evaluation as a part of the PMS system and we talked about that the evaluation can be done through not only a single rater, but a multi rater approach also, for example, in a single rater approach; what happens either the individual itself evaluate his performance that is what we know as self-appraisal, we have already talked about it.

Next, we have talked about the traditional measures of performance that is immediate supervisor measuring the performance of the individual, alright, you can also involve peers in the process, right, you can also involve subordinates in the process, right. So, as you move up in try to include more and more stakeholders in the process, you are increasing the responsibility of each stakeholder in the process, alright. For example, if you are including supervisors individuals and self both and subordinates, then they see it is known as one eighty degree appraisal, right.

But in the process for including peers as well as customer's internal or external customers, then this is known as 360 degree appraisal. Now when I am talking about 360 degree appraisal, it is something like this the individual is here, who is going to be evaluated about his performance and then you have these 4 other stakeholders in the process, who are going to evaluate performance, here you are having supervisor here you are going to have subordinates who are going to be involved in the process here you are going to have peers and here you are going to have customers.

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And this could be internal or external right.

For example, if you are going to evaluate the charge offs, then you can go for internal customers or the employees being a part of the system or they could be a stakeholder, but for example, the marketing lab you can have an external customer who could be part of the evaluation process. Now, the question is that since, you are going to involve these all of them in the process ok, how this kind of evaluation place this is known as 360 degree evaluation when we are talking about a 180 degree, it is only 3 where individual is there its subordinates are there and only superiors are there.

So, this is known as one eighty degree right it is always good to include more and more stakeholders in the process and that is why it is advisable to move to more 360 degree appraisal because it is going to be very very comprehensive where you get feedback about the performance from different stakeholders. So, what we are going to discuss now is what is 360 degree appraisal, how it happens what are its drawbacks how we can make it more effective and successful right and that is why we are going to discuss, this 360 degree appraisal and this is also known as a multi rotor system.

Because it as you have seen there is a number of individual or stakeholders who are involved in the process, it is not done only by the individual as in case of self-appraisal, right or it is not done by the immediate supervisor,, right in the traditional system, but this is more effective in a sense that you get feedback from a number of sources right for

example, in our system we follow a one eighty degree evaluation where the individual, who is going to evaluate his performance like we do our self-appraisal, then students are going to evaluate give feedback about the performance and then our seniors are the immediate supervisors also look at our performance.

So, in our case it is one eighty degrees appraisal, but most of the industries today follow a more advanced approach and that is why they have moved to what you call a 360 degree appraisal where they are getting feedback from a set of stakeholders who could have a stake or could be related with the job. Now, if you look at this 360 degree.

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Evaluation there is something like this now you can see; who are the involve, who are the people who are going to be involved, right, right.

So, who are the in people; who are going to be involved here now?

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**What does 360° measure ?**

- measures behaviors and competencies.
- addresses skills such as listening, planning, and goal-setting.
- focuses on subjective areas such as teamwork, character, and leadership effectiveness.
- provide feedback on how others perceive an employee.

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Now, you can see it managers right then direct reports your subordinates then your peers and also your clients now if you look at this, this is what we know as 360 degree of appraisal where a number of stakeholders are involved. Now, each one of them are going to evaluate on different accounts right, for example, managers has different dimensions for evaluation peers are going to evaluate on different dimensions client and customers are a direct reports for your immediate subordinates are going to evaluate you are in different dimensions.

Some of these dimensions could be common in nature some of these dimensions could be different, for example, when it comes to say a leadership right your manager can also evaluate you on this account your subordinate stuff also report you on this account because you are going to provide new leadership right and then manager sees that what kind of leadership you provide to your subordinates, say for example, the communication is a common dimension across all these dimensions. So, if you look at this you will find that there are 4-5 factors like communication customer focus accountability right result orientation or self-management.

This is related to the managers relate to the peers we have communication focus result orientation and flexibility right then related to clients again, we have communication customers focus professionalism service delivery because you are provide link the certain services. So, you are going to measure on these account your subordinates are

going to measure on customer focus communication what kind of leadership you provide them, right, whether you help them to achieve goals or not or result orientation.

Now, if you look at the dimensions against which they you are going to be evaluated some of them are common like communication comes customer focus on, but some of them are different right. So, this gives you an account have an more comprehensive feedback about the performance of the individual and that is why many companies today want employees to see that how they are being evaluated through different stakeholders. Now if you look at some of the dimensions that I have been talking about like communication customer focus result orientation leadership goal achievement and these kind of things it includes both behavior as well as results.

So, behavior is measure measure to competencies which has certain indicators, right. So, it also addresses certain other issues like your listening ability your planning ability whether you have been able to set goals for subordinates or not these are more objective things are less objective you can say, but similarly how good you are working as a team, what is your character and strength how what kind of leadership you provide to your subordinates right. So, there could be a number of factors against which you are going to be measured and then you also get feedback on these accounts from a different stakeholders, right.

So, 360 degree is more comprehensive feedback system where a set of evaluators are going to look at your performance some of the dimensions that is used in this case are common some of the dimensions that is used here is different, right.

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**Considerations before implementations**

There are various considerations that a company should take into account before deciding to implement the 360 degree feedback system in its organization.

If the organization is not completely sure, then it may not be ready for 360-degree evaluations.

It is important that the organization should have a positive response towards all the considerations listed below.

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Now, if you look at this when a not necessary that you move to a 360 degrees feedback system and in many organizations you will find that especially in progressive organizations that they are implementing only it for the managerial kind of employees, right, they are not implementing it for soft floor applies for soft floor or blue color employees are those who are working at a lower level they do not go for 360 degree evaluation.

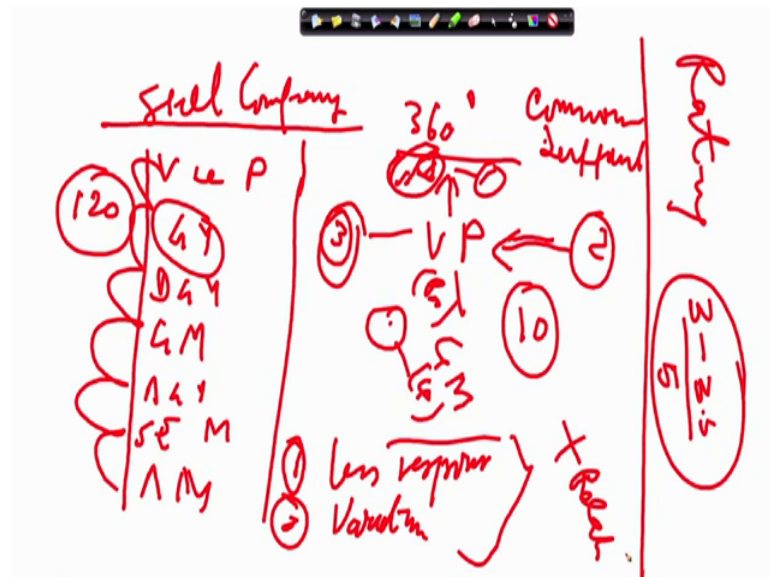
But for managers, they go for what you call 360 degree measurements because they have a subordinate, they have a senior they are interacting with the customers outside the world are internally they happiest against who are going to do part of the evaluation, but before you move to a 360 degree evaluation process, you have to see that are you ready for this kind of evaluation whether people agree for this kind of evaluation not because traditionally they have been looking at evaluations either done by the individual itself or the supervisors, right.

So, you need to create and develop a such a system a performance management system where you can really involve the agreement of the people. So, that this people are ready for this kind of system, right, since you are going to include a number of a stakeholders. So, you they should know that ok, they are going to do part of the process they also know that how, they are going to evaluate otherwise there could be error in the

evaluation, we have already talked about error in taking which could cause a work for the rating because that is how your performance is decided, right.

So, there are certain considerations on the account of the organization certain considerations on the account of the individual who are going to be part of the evaluation process right. So, before you implement make sure that these things are done, right and whether organization field that people have a very positive response or attitude towards this kind of evaluation process if people are not ready then it is not possible, I give an example where I was involved in evaluating the 360 degree feedback that was given by the managers it is a steel company and it is it is something like this happen, ok.

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It is a steel company which was not doing well and they were really a important apprehensive to see that how company is doing well and especially what the managers are doing. So, they had around 120 managers at different level starting with the vice president of the company to the general managers through the general managers, this is this is the rank when they had general managers then that AGMS, then they have senior managers right, then they had assistant managers.

So, around across 6 to 7 ranks ok, there were a around hundred twenty people who are working in this company. Now the company was doing a evaluation process that was from their supervisors. So, the assistant manager was evaluated by the senior manager and that is how this process was going on. So, each one was evaluated by his immediate

supervisors ok, but the company was really interested to see that how well these people are doing and for that they were not happy with the kind of evaluation system that they have been using like using the immediate supervisors for the evaluation process, right.

So, what they did they identified each of these positions as especially caters for the management side and see that if they are going to have a multi rated feedback are a 360 degree feedback then what happens. So, for VP, I am just giving one example the head of the company or the CEO was involved, then the general manager was involved and general managers you know that general managers were the number of general managers. So, there are 4 general managers then there are two there are 3 VPs right and there were certain external clients there were 2 right.

So, 4 general managers a one vice president 3 peers and two customers were involved in the process and they were supposed to give feedback on a number of dimensions some of these dimensions were common in nature some of these dimensions were different and they were communicated the dimensions against which they are going to evaluate the performance of vice president a particular function right say a production. So, there are 4 general managers working in that particular department which are supposed to give then there are 3 other vice president who is supposed to give high peers right then there are external customers with whom he used to interact and the vice president of the company and the president of the company.

So, the president whose number was only one so far, one person how many evaluations you have 4 plus 3 plus 2 plus 1; 10 evaluations on common dimensions as well as different dimensions. So, when we try to look into this, we found that in many cases not all of them had responded, it means that feedback was not given by all of them, right. So, one problem that we identified less number of responses less response and there are lot of variations in the responses these are the two common problems that we you could identify in this particular company, right.

Another problem that we identified was related to rating the rating the range of rating was 3 to 3.5 in all cases out of 5 ok. So, we took up each case and this is how we looked into it and then we try to identify problems related to 360 degree feedback the idea here was to see that whether people really know, how to evaluate what are the dimensions against with they are going to evaluate what kind of responses are coming up what kind



of errors they are making because if it is not coming probably the company would not be in a position to see how well each one of them performing and how well each one of them are being perceived by different a stakeholders in the process ok.

So, the two major problems that I am talking about here is like the number of responses that were received for example, for a VP only one came power to give feedback all the response from the VPs were more or less similar or other VPs were similar the client response response were totally different and then they try to look at this feedback and try to relate with the performance of these individuals and they could find that there is a positive relationship between the feedback and the kind of performance that they have achieved the idea here was that let us have a more comprehensive evaluation of feedback of all the managers in the organization of all 20 managers.

And see that how it could be improved. So, that we can plan the development for these individuals so, that they are able to perform well and then they contribute to the performance of the organization. So, what we say a state based on this that you clearly identify those dimensions against with the performance is to be evaluated for each of the positions who are going to be the stakeholders for each of these positions.

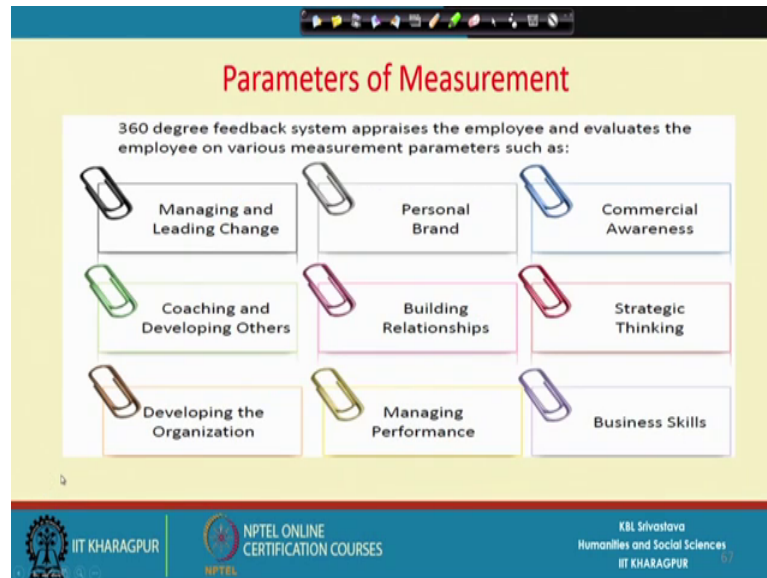
What are the common factors against which they are going to evaluate; what could be the separate factors against which is to be evaluated, then we also told them that look you need to be trained. So, that you are not going to make any other you are not going to bias the in your evaluation because all these factors came in when it comes to evaluation because most of the VP is when they try to your go for peer rating were rated them as very good.

But when it comes to customer they rated them as bias right. So, from this experience what we can suggest is that you have to see whether you are really ready to go for a 360 degree feedback system or not and whether people are trained to do this kind of job and the kind of attitude people are having towards this kind of system. For example, down the line many of them were not ready to give any kind of response because they were having fear of insecurity right.

So, we have to avoid these kind of things and that is why it is very very important to see that when you are going to consider a 360 degree evaluation process make sure that

organizations ready people are rated a ready and trained and they have a positive attitude and they should be trained on how to go about evaluating the performance of the people.

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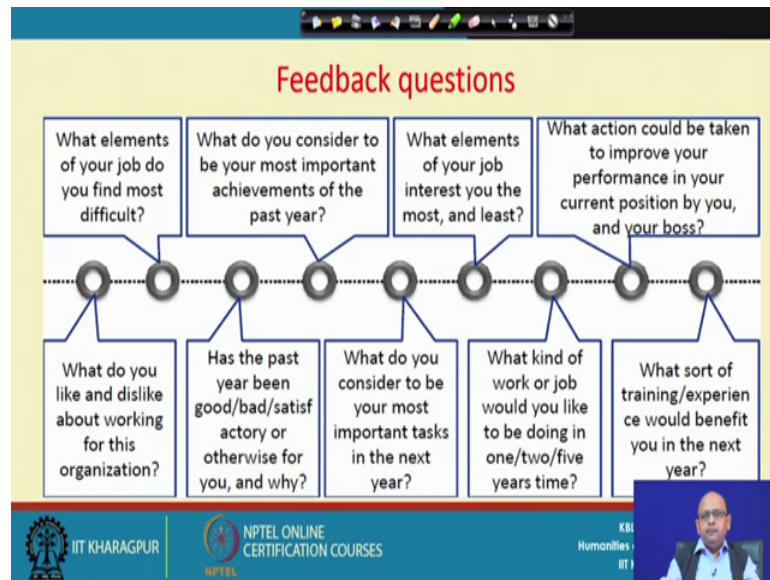


Moving further how you are going to measure the performance you are not going to measure them on the results are other things, but these could be some of the criteria that could be used for measuring the performance of the people, right, how the manage and lead change ok, what is their own identity a personal brand, how they are known as a individual, right, if they whether they know about the what the organization is doing about the commercial awareness the products and services that the organization offers about their strategic thinking how they build relationship. So, the relationship is very very important.

How the coach and develop others right in what way they are going to contribute and develop the organization how they manage their own performance and others performance or whether they have business skills knowledging skill about the organization products and services. So, if you look at 360 degree feedback system it is not evaluating in the employee performance on those outcomes, but you have to see that these parameters are considered because they are more important the basic idea here is that this 360 degree a feedback is done to develop leaders.

So, that you know that how the person is viewed from different stakeholders and what needs to be done to improve himself the. So, that he comes out as a capable leader who contributes to the growth and development of others.

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So, what kind of question that could be asked like what elements of your job do you find difficult, right, what you consider to be the most important achievements, what elements of your job ah interests you most, right, what actions you are required to take to improve your performance in your current position not only about you, but your boss because you are evaluating your boss and right what the thing that you do not like whether things that you like about the organization.

So, getting feedback about the organization also right how was your past performance right then what you think is the most important thing that you have done in the past, right or what are the thing that you are going to do in the next year, right, what kind of work as I would like to take up when the short term as well as long term right what kind of training and learning experiences would like to have.

So, the idea is that based on these 360 degree feedback you get a more comprehensive evaluation of the individual which could be linked with his growth and development the example that I have given this is as a steel company where I did this evaluation, I try trying to identify the problem performance audit problem through sixty degree feedback we very clearly suggested that ok, what needs to be done, for example, we say that based

on this feedback we can say that yes people need to be trained they need to develop positive attitude ok, the feedback related to the customer was not good its external customers.

So, that that is where they need to be trained or they need to go for certain learning experiences they should. So, that they know how they are going to deal with their customers right they should right clear leadership good leadership of their subordinates, but because that was leaking because supervisor subordinate relationship was not good ok. So, these are the problems which came into the fore which held by management to decide what needs to be done in terms of learning and development activities or the development plan of the employees you remember we talked about the employee development plan.

So, 360 degree technique is a good way to look at what individuals have what they do not have right based upon the comprehensive feedback and then you decide what kind of development plan can we have right. So, it has advantage for everybody supervisors managers and organizations everyone.

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**Advantages for Employee**

The following are the advantages of using 360 degree feedback system from the employee's perspective:

- It serves as a method of collecting information from as many sources in an employee's environment.
- It is an honest assessment as viewed by a variety of constituents.
- It provides confidential input from many people of how an employee fares in
- It helps employees in seeing themselves as others see them.
- It provides information which neither employee nor his/her superior may be aware of.

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Now, if you look at the advantage for the employees because since is going to be comprehensive comprehensively evaluated. So, you collect information from different sources about the employees provided they provide the honest assessment.

If the assessment is not honest from the different stakeholders, then it is not good right because you are involving different stakeholders to make sure that the assessment is good, right make sure that it is confidential, right if you are providing confidential input then it is good otherwise it becomes a disadvantage then make sure that this feedback helps the employees to grow and understand their strengths and weaknesses and how they are going to develop it right and this information should not be used for by superiors for taking certain administrative decisions for, but for looking at it for the development of the individual.

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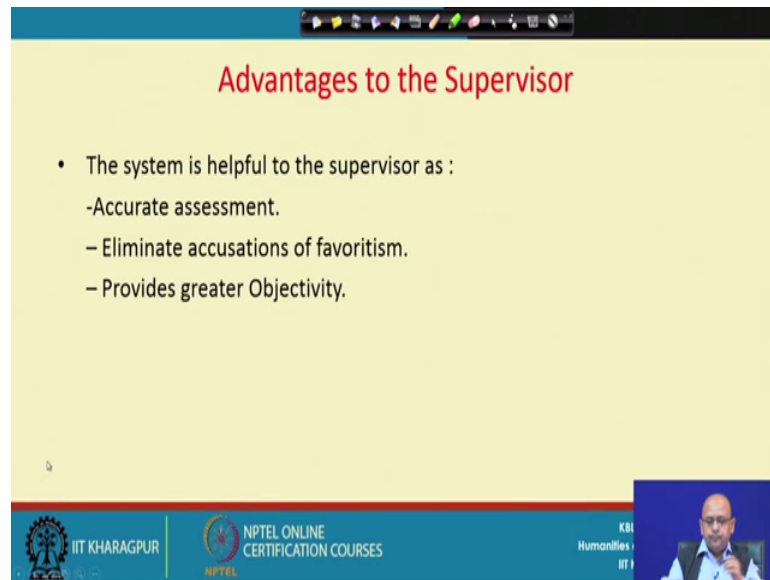


Now, if you look at advantage for the organization right organization also comes true about us we can plan about the development of your the individual he can see that what kind of culture is required what kind of structure would be required what kind of leadership and managerial capability need to be developed among the individuals, right. So, there could be a number of advantage because you are getting feedback from different sources, right. So, what is the a strength what are the weaknesses, right, how you can take a powerful change in the organization because you know that the organization is not performing because of the leadership problem or the culture problem.

So, you can bring about certain initiatives to change these kind of things for example, if you find the structure of the organization is a bottleneck the culture is weak ok. So, you can go for restructuring the organization you can go for developing a more transforming

the culture of the organization. So, because it could be relate to the performance. So, these are some of the advantages that we can have a related to what you call the organization.

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**Advantages to the Supervisor**

- The system is helpful to the supervisor as :
  - Accurate assessment.
  - Eliminate accusations of favoritism.
  - Provides greater Objectivity.

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Now, how supervisor is going to be benefited out of it because see supervisor is the person who is in direct contact in relationship with the individual concerned right. So, he knows how well the individual is performing. So, he is involved in the accurate assessment and see that how he is assessment varies from the assessment of others especially on the common dimensions right, for example, in remember in that example, we have taken two common factors like leadership communication right. So, the supervisor is going to look at his assessment and how subordinate assessment with him right and whether there is a differences or not because it is possible there are discrepancies across these stakeholders in their rating and that becomes a big problem right.

Even the steel company this had become a big problem because we could find discrepancies in the rating this discrepancy may be due to the due to the regular ignorance because they do not know how to go for the rating or they may be a biased that could also be a problem. So, ignoring some binds may right and that is what is very very important because it eliminates exclusions accusations of favoritism. So, if has done a good job of rating without any error and others are also rating him similarly then the

supervisor would be in a position to say that yes his assessment is very very accurate right and it provides more objectivity to the evaluation process, right.

And this help managers to decide what needs to be done further in terms of employee development in terms of performance planning or in terms of deciding about the development plan for the individual right because now he has data to support or refute his claim related to the performance. So, if his highest data support to his claim then probably you can say that the ratings are consistent across these stakeholders then there is no problem, but if the ratings are not consistent across a stakeholders then supervisor would has to define his rating that why he has rated him like that right. So, it is very very important to ensure that this kind of things does not happen.

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**Issues in 360 degree appraisal**

- Multisource feedback can get at issues the supervisor might miss
- Peer opinion can change behavior
- less costly though that can depend
- getting the evaluation wrong, or to mis-applied training costs
- Multisource feedback is more diverse
- The supervisor and the employee can reach to a clearer understanding to further the process of developing a common language

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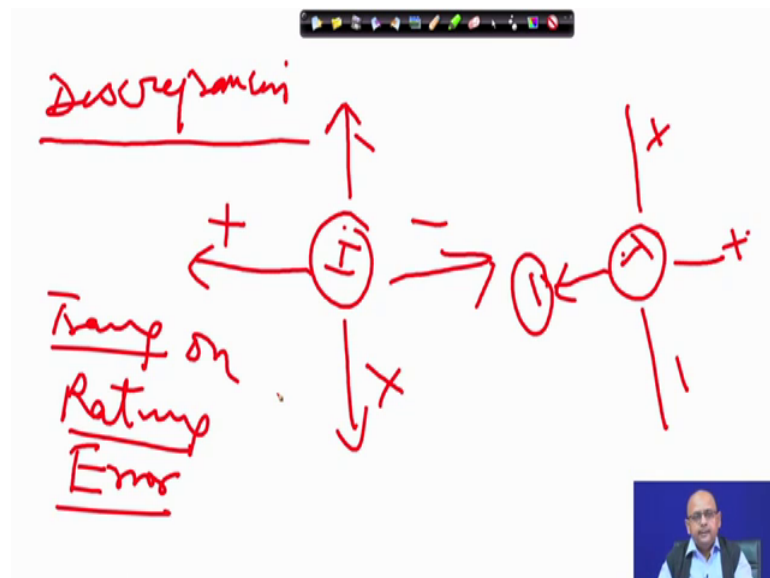
So, there could be certain issues relate to this right because supervisor missed might miss out certain things which has not been evaluated by him, but others are going to look at it right peer opinion can change the behavior. So, you get feedback from your peers about yourself your behavior your competencies and that feedback help you to change yourself. So, , but it depends upon how you take it whether you take it constructively then it is good then go for change, but you try if you try to be defensive defensive and think that he is trying to criticize you then you take in a different way.

So, both way your behavior is going to change about your peers right then you have to see that this a kind of a appraisal is most expensive because you need more time and

resources to conduct this kind of analysis right. So, that is why many companies do not go for this kind of evaluation and they try to choose something that is less costly ok, but is war dependable, but this is a highly dependable, but little more expensive right sometimes what happens the evaluation is not done properly or miss applied to training costs. So, you think that the person is not done and then you send him to training. So, it becomes a cost for the organization because multi rating feedback is more diverse in the sense that you are involving a set of indo a stakeholders who have might they will not needs and expectations that they want to meet with the individual and if it is not meet then there could be discrepancy in the rating right.

So, everyone who is going to be bother the system of this 360 degree system has to see that they have a very clear understanding to further process for developing a common language. So, the idea here is that you allow them only to rate on those factors which are going to be common, right because the weight is based on this common factor is going to decide the kind of performance that the individual has now look at this what kind of discrepancy is here.

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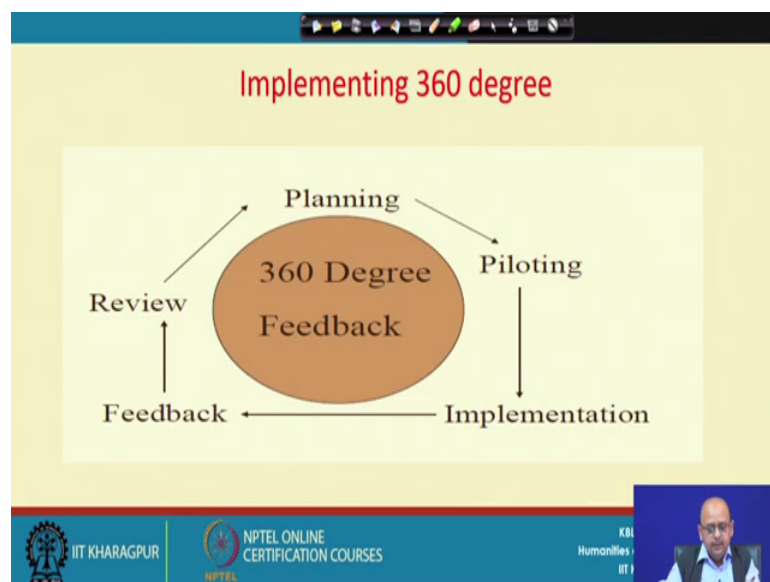
So for individual here it is here you have 4 stakeholders in the process this person has provided a positive rating the search provided a negative rating this person has a negative rating and this person this person has a negative this a person has a positive rating.



How to resolve this issue this is one case another case may be where the individual has a positive rating negative rating positive rating from external stakeholders and negative rating from peers. So, these are the cases where you find that discrepancies are there in the rating.

So, how are you going to resolve these kind of discrepancies through training on rating to minimize error right training on rating technique technologies? So, that they are able to reduce the error right. So, it is very very important to see that there is no discrepancy across rating or these is that the discrepancies you need to justify it how these why these discrepancies are there in the rating by different a stakeholders, right.

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Moving further, now you had trained the supervisors you have identified the dimensions the competencies against which the person is going to be evaluated and finally, we are going to evaluate it ok. So, the process is something like this you plan about 360 degree evaluation, what are the dimensions you going to be part of the process then you start with pilot testing do it for one department and if you find that it is given the desired result it is successful you are able to really accurately measure the performance then you move to the entire organization implement it organization wide.

Then, once it is implemented organization wide see whether it is successful or not get feedback about the system make changes depending upon the kind of feedback that you have got and then you go for the planning. So, it is very very important that when you

are going to implement 360 degree technique to make sure that everything is right at each and every stick.

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**How is Feedback obtained?**

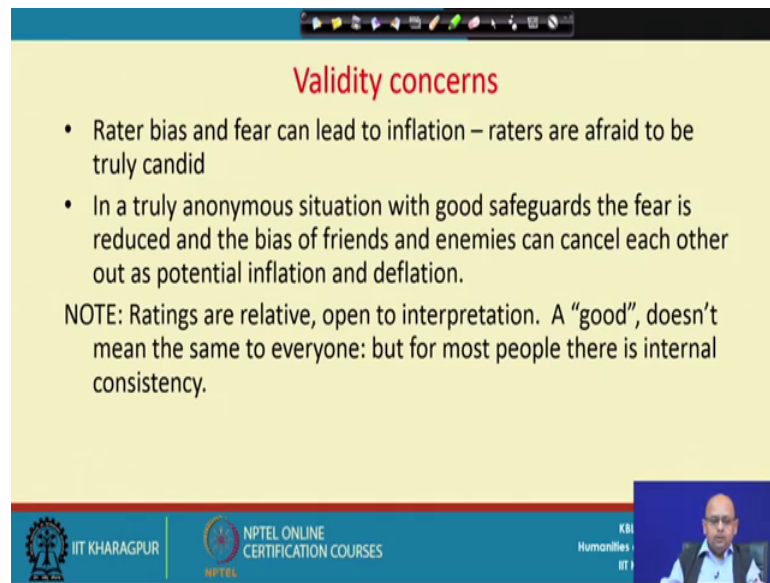
- By using a questionnaire which asks participants to rate the individual according to observed behaviors - usually managerial or business-specific competencies.
- This process will not suit all companies.
- One should assess how well it would fit with the current culture before launching a scheme
- A pilot scheme is worth building into the programme

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So, getting feedback is very very important because that is how you decide whether the person has performed well or not because you are getting feedback from multi sources right and each one of each one of them giving ratings on different accounts, right because your supervisor is going to rate you on different accounts compared to your subordinates ok.

So, make sure that you have been able to identify it you had you have a questionnaires which is going to rate individual according to what kind of behavior they are observing because subordinates will look to you for different kind of behaviors seniors are going to look at different kind of behaviors p peers are going to look at the different kind of behaviors. So, you should know that how are you going to assess they write and make sure that you have a culture which supports this kind of activity right. So, it is always good to go for a pilot before you implement it finally.

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**Validity concerns**

- Rater bias and fear can lead to inflation – raters are afraid to be truly candid
- In a truly anonymous situation with good safeguards the fear is reduced and the bias of friends and enemies can cancel each other out as potential inflation and deflation.

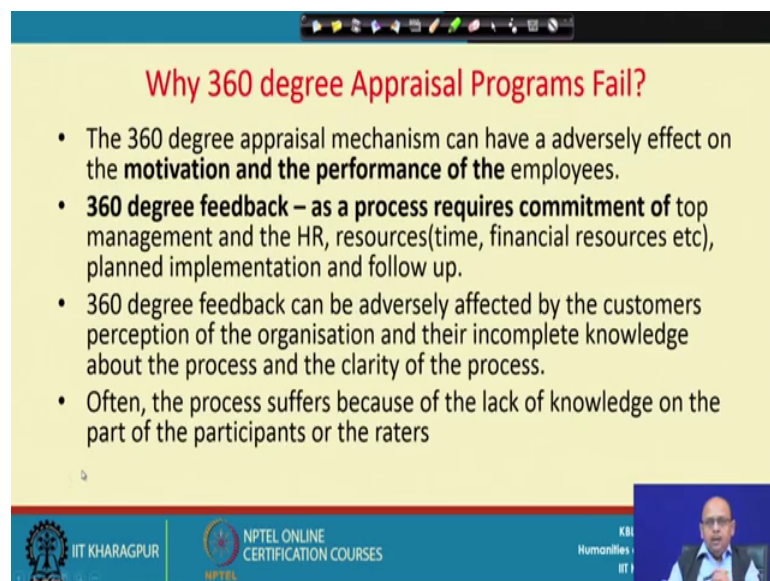
NOTE: Ratings are relative, open to interpretation. A “good”, doesn’t mean the same to everyone: but for most people there is internal consistency.

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Then their validity concerns right and that happens because the raters are not trained to evaluate properly or effectively right.

So, if there are biases which are cropping in because of the raters then that might either inflate the rating or it kind deflate the rating right. So, make sure that it is kept anonymous with to have good safeguards. So, there is no fear among fears as well as a subordinates who are going to be perturb the process ok. So, you get more where accurate rating or good rating.

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**Why 360 degree Appraisal Programs Fail?**

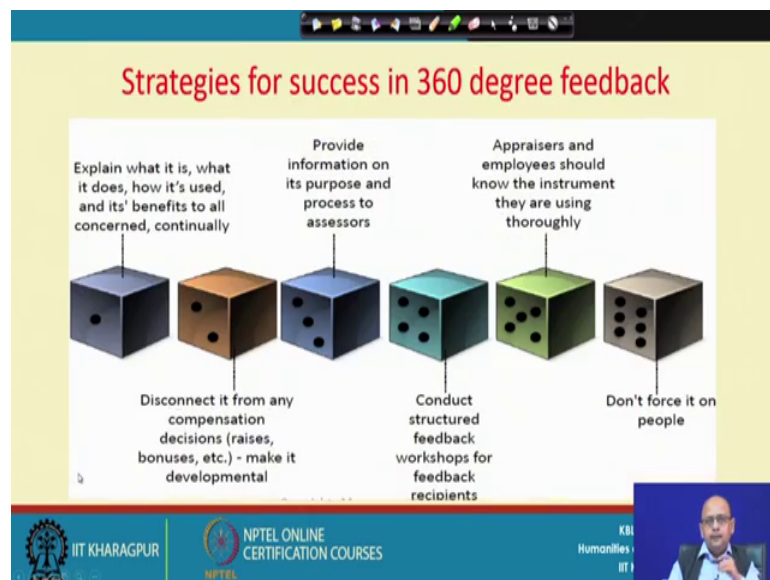
- The 360 degree appraisal mechanism can have a adversely effect on the **motivation and the performance of the** employees.
- **360 degree feedback – as a process requires commitment of** top management and the HR, resources(time, financial resources etc), planned implementation and follow up.
- 360 degree feedback can be adversely affected by the customers perception of the organisation and their incomplete knowledge about the process and the clarity of the process.
- Often, the process suffers because of the lack of knowledge on the part of the participants or the raters

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Now, many cases it has been found that it does not work well, I did not work well right and it has in fact, adversely affected with the motivation performance of the employees right.

Since it is a process you have to ensure that this is a supportive climate commitment from the top management HR systems are linked with that in terms of they are able to provide enough time and resources it is planned well and the feedback process is accurate ok, but if it is not done then this system is not going to work well right. So, it is very very important to ensure that these kind of stake ah say precautions are taken up right otherwise your 360 degree system is not going to pass the test.

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Right look at some of the factors which are important for the success of 360 degree feedback ok first explaining to all the stakeholders what this system is why we need this kind of system why everybody need to be involved in the system how this system is going to be executed and implemented what are the benefits of all the concerned parties. So, we discuss the advantage to the management to the organization to the seniors everyone right then next do not make it a part of the compensation disconnected from the compensation right do not think that it is going to be used for at certain administrative purposes it should be used only for the development of the employees, right.

So, if you have made it clear probably you have a more acceptance from the employees to be a part of it right and make sure that it is going to be used to get information related to the job that the person is doing and what kind of processes that he is performing, right.

So, make sure that assessors know the purpose and process of doing it why they are going to do it conduct a structured feedback workshop before actually you take up. So, that you communicate them how this system is going to be used. So, you can minimize certain problems related to cognition of the employee supervisor problems you also provide them rater training right that how evaluation should be done. So, that they are able to minimize the error right, and then how they are going to use which method they are going to use the rating scale or critical incident or behavioral checklist.

So, which method you are going to use for evaluation that is to be identified and finally, the idea is you are not going to look at the individual, but we are going to look at those diamonds of the competencies which the individual has and the kind of result that he is going to operate. So, you are going to evaluate on these two accounts to the individual and then if you go for it probably 360 degrees into a more successful and effective.

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**360 degree Appraisal Programs : Some reflections**

- Is your organization committed to continuous learning?
- Does your organization see the value of developing leaders in-house?
- Are you willing to make the changes necessary to do this?
- What is the level of trust in your organization?
- Will your culture support honest feedback?
- Is upper level management willing to lead the way and volunteer for 360-degree evaluation?

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So, make sure that your organization is committed to it they look at the value creation process through this that how it is going to help to develop leaders and based on this feedback are you going to bring about necessary changes in the system structure culture of the organization then the trust issue this is very very important because with the

different stakeholders are involved the kind of interpersonal trust is required is very much important, then culture what kind of culture, you have whether you have a culture, whether you are providing feedback to individual more constructive feedback instead of being yes are saying yes or no that is not good.

So, make sure that you have a culture which is going to support honest feedback right and then the top management must be able to lead this kind of thing. So, that people come forward to participate in this kind of process and that is how it is going to be very very successful.

Thank you very much.