

Index

A

Administering 360 process: distributing questionnaires, 138–142; introducing the, 122–133; planning the, 117–122; processing the questionnaires, 142–143; selecting raters, 133–138

American Express, 16, 109

American Psychological Association, 51

Anonymity issues: ensuring rater anonymity, 119–120, 137–138; importance of addressing, 37; interviews and, 73, 82, 84; monitoring questionnaires without violating, 121–122; questionnaires and, 59–60

Appraisal systems. *See* Performance appraisal systems

Arsenal Capital Partners (Arsenal), 26–28, 38

Ashwell, L. W., 24–25

Awareness. *See* Creating awareness

B

Baglio, V., 33–35, 38

Barker, M.-C., 37

Behavioral questions, 57–58

Behaviors: achieving business strategy/culture change, 17–18; agreed-on 360 process measures for, 224; clarifying what will be measured in data collection, 49–51; developing individual plan for improving, 162; ensuring critical job-related, 20–21; measuring job-relevant, 38, 60; monitoring progress in changing, 198–200; preliminary identification of development targeted, 180–184; strategies for changing, 189–195; 360 process providing common model of effective, 204–205

Beyond Ambition (Kaplan), 148

Boston Consulting Group (BCG), 206

“Building a Performance Culture” (S&P’s PMP guide), 30

Burns, R., 3

Business needs: creating awareness/skill development matching, 171; creating competency model linked to performance and, 210; linking 360 process to, 35–36; using theoretical models consistent with, 51–53. *See also* Organizations

C

Campbell, B., 86

Capolarello, D., 45, 158

Case studies: Arsenal Capital Partners (Arsenal), 26–28, 38; creating awareness and skill development using, 172; Erie Insurance, 31–33; Financial Guarantee Insurance Company (FGIC), 28–29, 109, 123–124; Lehman Brothers, 24–26, 95; New York Life, 33–35, 38; Standard & Poor’s, 29–31. *See also* 360-degree feedback applications

Case Western Reserve, 197

Center for Creative Leadership (CCL), 13, 151, 188, 194, 212

Champions: addressing causes for lack of commitment, 108–111; answering typical objections to 360 process, 98–104; assessing your own readiness as, 96–97; developing a plan of approach, 111–113; doing your homework and preparation for, 105–108; three levels of support objectives by, 104–105

Change strategies: coaching-consulting-mentoring as, 192–193; job assignments providing developmental experience, 194–195; management training, 193–194; reading and learning as, 189–190; self-monitoring as, 190–192

“The changing Nature of Leadership” (Martin), 10

Clark, L., 34

Coaching: facilitator role in, 92–93; sharing of feedback during, 210–211; 360 process for enhancing, 209. *See also* Facilitators

294 INDEX

- Coaching activities, 192–193
 Cohen, H., 95
 Commitment: causes of lack of, 108–111; as support level, 104
 Communication: eliminating 360 process resistance through, 108–109; importance of good 360 process, 37; interview skills related to effective, 74–76; lacking between different HRM systems, 208
 Compass Program (American Express), 16
 Compensation: linking 360 process, performance, and, 220–222; tips for including 360 process in decisions regarding, 222–223
 Competencies. *See* Skill development
 Compliance support level, 104–105
 Confidentiality issues: ensuring response confidentiality, 119–120; importance of addressing, 37; interviews and, 73, 82, 84; monitoring questionnaires without violating, 121–122; one-on-one feedback delivery and, 152–153; questionnaires and, 59–60
 Consulting activities, 192–193
 Crane, J., 29–31
 Creating awareness: appreciating perceptions of others for, 164–170; using case studies for, 171; coaching group activities for, 170; first impression of data, 164; focusing on the messages for, 164; identifying business challenge for, 171; preparing sharing and clarifying workshop meeting for, 170–171; presenting the feedback for, 163–164; value of 360 process for, 208–209; using video models for, 171–172. *See also* Skill development
 Cromwell Consulting, 50, 100
 Cromwell, K., 50–51, 100
 Customer feedback, 10, 136–137
- D**
- Daley-Caravella, L., 155
 Dalton, M., 212
 Data: ensuring accurate and high-quality, 120–121; first impression of the, 164; involving people in interpreting the, 161–162; 360 process ensuring balanced and objective, 205; working definitions for types of, 11e–12
 Data collection: decisions regarding how to approach, 21, 22, 41–67; ensuring quality, 22; frequency of, 143; sound 360 process to ensure valid, 224–225; working definitions for information included in, 11e–12. *See also* Interviews; Questionnaires
 Data collection selection: available resources factor for, 47–48; participant organization level factor for, 44–46; population size factor for, 44; type of data to be collected factor for, 46
 Development Goal Worksheet, 196e
 Development goals: establishing, 195–198; need to clarify, 207; 360 process supporting/reinforcing, 205–206
 Development plan: including additional follow-up activities using, 200; individual role in creating, 162; Lehman Brother's use of 360 process for leadership, 24–26; monitoring progress through, 198–200, 211; productivity measures component of, 200–201; strategies for change component of, 189–195; tactics to include in, 187–189; tips on effective use of, 195–198
 Development systems: how 360 process enhances, 208–209; problems with traditional, 206–208; purpose of, 206; tips for integrating 360 process into, 209–211
 DeVries, D., 14–15, 70, 71, 72, 81, 182
- E**
- Edison, T. A., 41
 Eichinger, R. W., 190
 EPCOT, 135
 Erie Insurance, 31–33
- F**
- Face validity confirmation, 53
 Face-to-face interviews, 81
 Facilitator certification, 174–175
 Facilitators: coach role of, 92–93; feedback session management by, 162–163; internal vs. external, 173–174; selecting feedback delivery, 172–175; selecting interviewer, 74–76. *See also* Coaching
 Feedback: customer, 10, 136–137; development of 360-degree form of, 8–9; difficulty to getting upward, 19; short history of corporate use of, 7–11
 Feedback Consolidation Worksheet, 179e
 “Feedback rich” environment, 199
 Feedback session: choosing location of, 150–151; delivery methods for, 151–172; group work, 163–172; scheduling the, 150; selecting facilitators and coaches for, 172–175. *See also* Presenting feedback
 Feedback session delivery: comparison of, 161e; ensuring effectiveness of, 160–163; group feedback workshop approach to, 155–157; issues to consider when selecting, 151–152, 159–160; one-on-one approach to, 152–154; self-study approach to, 157–159

Feedback to Managers: A Review and Comparison of Multi-Rater Instruments for Management Development (CCL), 13
 Financial Guarantee Insurance Company (FGIC), 28–29, 109, 123–124
 Follow-up activities: consolidating the feedback using, 178–180; continually adding new, 200; formally linked to human resource management systems, 201; importance of providing, 38–40, 177–178; other priorities interfering with, 208; preliminary identification of development targets, 180–184; Problem Solving, 182–183; sharing and clarifying meeting, 184–187
 Fujifilm USA, 36
FYI for Your Improvement—A Guide for Development and Coaching (Lombardo and Eichinger), 190

G

Gattinella, M., 48, 93, 109
 Greenfield, H., 24, 25, 26
 Group feedback workshops, 155–157, 161e
 Group interviews, 81
 Group orientation meetings: introducing 360 process through, 122–124; outline for raters, 125–126; outline for recipients, 124–125
 Group work sessions: approach I: creating awareness, 163–171; approach II: creating awareness and skill development, 171–175; description of, 163

H

The Handbook of Multi-Source Feedback (Bracken, Timmreck, and Church), 203
 The Hartford, 118
 Hartford Financial Services Group, 39
 Henrikson, C. R., 46
 Hesiod, 117
 Holmes, O. W., 23
 Howard, G., 16, 35
 Human resource management (HRM): formally linking follow-up activities to, 201; lack of communication between different departments, 208; organizational requirements for supporting 360 process by, 223–226; 360 process used for Arsenal, 27–28; 360-degree feedback component of, 20–21, 203–206. *See also* Organizations; Performance management systems

I

Improvement plan. *See* Development plan
 Individual performance: development plan to improve, 162, 187–201; 360-degree feedback used to enhance, 18–20
 Influence Skills Survey, 139–140
 Inter-rater agreement, 56–57
 Internal consistency, 56
 Interview feedback reports: preparing the, 85–86; presenting the, 90–93; sample format for, 86–90
 Interviewer-facilitators. *See* Facilitators
 Interviews: advantages and disadvantages of using, 70–73; clarifying purpose of, 73–74; conducting effective, 83–85; confidentiality of, 73, 82, 84; considering using questionnaires versus, 43–48; deciding on participants, 79–80; determining format for, 80–81; developing questions for, 77–79; feedback report on, 85–90; finalizing objectives and clarifying deliverables, 76–77; interviewer-facilitators of, 74–76, 92–93; making decision to make or buy, 65–66; presenting the feedback from, 90–93; scheduling the, 81–83; testing previous opinions given during, 85; 360-degree feedback data collected through, 14–15, 43. *See also* Data collection
 Introductory letters, 128–133

J

Job assignment experience, 194–195

K

Kaplan, R., 147–148
 Kaplan-DeVries, 14, 70
 Knowledge feedback, description of, 11e
 Korn/Ferry Institute, 34
 Kushnir, S., 37

L

La Belle, T., 197–198
 Lane, J., 36
 Leadership development: creating development plan for, 187–195; using development plan for, 195–201; Lehman Brother's use of 360 process for, 24–26
Leadership in Organizations (Yukl), 39
 Learning by Design, 19, 71
 Lehman Brothers, 24–26, 95
 Lehman's 720 Process, 26

296 INDEX

Leone, P., 16, 104, 109
The Lessons of Experience (CCL), 194
 Levitt, T., 203
 Live 360 (MetLife), 45–46, 95
 Lombardo, M. M., 190

M

McCaughey, S., 29, 31
 The McGraw-Hill Companies, 29, 30, 48, 93, 199
 Management by objectives, 7
 Management training, 193–194
 Managers: downward feedback by, 7–8;
 enlisting 360 process support of, 36–37;
 implementing 360 feedback
 recommendations support for, 65; origins of
 360-degree feedback use by, 8–11; sharing
 of feedback with, 210–211. *See also* Senior
 managements
 Marquis, J., 27, 28, 38
 Martin, A., 10
 Meetings: group orientation, 122–126; group
 work sessions, 163–175; one-on-one
 orientation, 126–128; for sharing and
 clarifying feedback, 184–187
 Mentoring, 192–193
 MetLife “360 On Demand,” 157–158
 MetLife Live 360, 45–46, 95
 Monitoring progress, 198–200, 211
 Multi-Rater Competency Assessment,
 30
 Multidirectional behavior, 58–59

N

New York Life, 33–35, 38
 Nieroth, P., 19–20, 71, 72, 86
 Novelli, P., 37

O

The Office Survival Guide (Puder-York),
 75
 OgilvyOne, 37
 One-on-one feedback delivery, 152–154, 161e
 One-on-one orientation meetings, 126–128
 Open-ended questions: interview, 43, 77;
 questionnaire, 42, 70
 Organizational culture: FGIC’s 360 process for
 integrating, 28–29; S&P’s 360 process used
 to build performance, 29–31; supporting
 open and honest feedback, 223; 360 process
 for clarifying behaviors related to, 17–18
 Organizations: “Feedback rich” environment
 of, 199; requirements for using 360 process
 in, 223–226; 360 process to build bench

strength of, 31–33; tips on introducing the
 360 process in, 219–220. *See also* Business
 needs; Human resource management
 (HRM)

Orientation meetings: group, 122–126;
 one-on-one, 126–128

P

Participant recipients: fear of exposing
 weaknesses by, 149; group orientation
 meeting for, 124–125; planning how they
 will be informed, 117–118; point of
 contact provided to, 140; rater selection by,
 118–119; setting guidelines for maximum
 use of, 121; sharing and clarifying feedback
 meeting and, 184–187; unwilling to
 challenge self-perception, 147–149. *See also*
 Raters

Performance: agreed-on 360 process measures
 for, 224; appraisal of, 214–220;
 compensation tied to, 220–223; creating
 competency model linked to business needs
 and, 210; individual, 18–20, 162, 187–201;
 monitoring improvement of, 198–200, 211;
 team, 18–20; 360 process for organizational
 culture supporting, 29–31; 360 process
 providing common model of effective,
 204–205; 360-degree feedback used to
 enhance, 18–20. *See also* Productivity

Performance appraisal systems: how 360
 process enhances, 217–218; information
 processing issue of, 216; multi-rater
 performance, 220; performance criteria
 consistency issue of, 215–216; problems
 with traditional, 215; purposes of, 214–215;
 self-image issue of, 216; tips for successfully
 using 360 process in, 218–220

Performance management systems: appraisal
 component of, 214–220; linking
 performance and compensation in,
 220–223; Performance Management and
 Measurement (PMM) as, 18, 20, 30, 199;
 using 360-degree feedback as part of,
 211–214. *See also* Human resource
 management (HRM)

Performance Management and Measurement
 (PMM), 18, 20, 30, 199

Personal questions, 58

Personnel Decisions International, 190

Pethick-Lawrence, E., 145

Planning: administration of 360 process,
 117–122; including stakeholders in process
 of, 109–110

Point of contact, 140

Polak, A., 39–40, 118

Pomerance, H., 18, 20, 199, 200

Positive questions, 58

- Presenting feedback: choosing facilitators and coaches for, 172–175; ensuring that delivery method is effective, 160–163; ensuring that people get the most out of feedback, 146–151; group work session approaches to, 163–172; methods for delivering the feedback, 151–160; 360 interview report, 85–93; 360 questionnaire report, 59–64. *See also* Feedback session; 360-degree feedback resistance
- Price issues: as instrument selection factor, 53–54; making decision to make or buy instruments, 65–66
- Problem Solving activity, 182–183
- Productivity: measures of, 200–201; New York Life's 360 process to increase, 33–35. *See also* Performance
- Puder-York, M., 75, 78
- Q**
- Questionnaire issues: assessing questionnaire research quality, 54–57; confirming face validity, 53; price considerations, 53–54; reliability, 55–57; theoretical models, 51–53
- Questionnaire selection: benefits of interpretative frameworks to consider in, 63e–64; general issues to consider for, 43–48; in-depth evaluation phase of, 54–59; initial search phase of, 49–54; support material issue of, 64–65
- Questionnaires: distributing the, 138–142; feedback report on, 59–65; issues to consider for selecting, 43–65; making decision to make or buy, 65–66; overview of data collection using, 41–42; planning how to monitor, 121–122; using open-ended questions in, 42, 70; processing the, 142–143; 360-degree feedback data collected through, 12–14. *See also* Data collection
- Questions: characteristics and types of, 57–59; confirming face validity of, 53; developing interview, 77–79; open-ended, 42, 43, 70, 77; for preliminary identification of development targets, 182–183
- R**
- Raters: email reminder to, 131–132; ensuring anonymity of, 119–120, 137–138; evaluation support provided by, 219; group orientation meeting for, 125–126; invitation to, 129–130; observation training of, 219; selecting, 118–119, 133–138; setting guidelines for maximum use of, 121; sharing and clarifying feedback meeting and, 184–187. *See also* Participant recipients
- Rech, P., 31–32
- Recipients *See* Participant recipients
- Reliability: inter-rater agreement issue of, 56–57; internal consistency issue of, 56; test-retest consistency issue of, 55–56. *See also* Validity
- Resistance support level, 105. *See also* 360-degree feedback resistance
- Rusk, D., 69
- S**
- Sawyer, R., 36
- Scharlatt, H., 146
- Scheduling interviews, 81–83
- Seifert, C. F., 199
- Self-development phases, 148–149
- Self-invitation, 130–131
- Self-monitoring, 190–192
- Self-Monitoring Checklist, 191e
- Self-perception barrier, 147–149
- Self-reminder email, 132–133
- Self-study feedback session, 157–159, 161e
- Senior management: championing 360 process to, 98–104; identifying key decision-makers among, 106–108; importance of gaining support of, 36–37. *See also* Managers
- Sharma, D., 31
- Simon, H., 224
- Skill development: using case studies for, 171; development plan for improving, 162, 187–201; establishing development opportunities with, 210; identifying business challenge for, 171; monitoring progress in, 198–200; preliminary identification of targets for, 180–184; rehearsing, 172; skill feedback used in, 11e; using video models for, 171–172. *See also* Creating awareness
- Snow White and the Seven Dwarfs* (Disney film), 145
- Society for Human Resource Management (SHRM), 206
- Society of Human Resource Managers, 4
- Stakeholder Map: illustrated diagram of, 107e; steps for creating a, 106–108
- Stakeholders: causes of resistance by, 108–111, 112e, 146–151; “hidden,” 106; identifying, 106–108; including them in planning process, 109–110
- Standard & Poor's, 29–31
- Style feedback, 11e
- The Successful Manager's Handbook: Development Suggestions for Today's Managers* (PDI), 190

298 INDEX

T

- Team performance, 18–20
- Telephone interviews, 80
- Test-retest consistency, 55–56
- Theoretical model-business needs relationship, 51–53
- 360 interview reports: preparing the, 85–86; presenting the, 90–93; sample format for, 86–90
- “360 On Demand” (MetLife), 157–158
- 360 questionnaire reports: comparing feedback from others with self-perception, 60–61; comparing person’s ratings to norms, 61; confidentiality issue of, 59–60; displaying feedback for items as well as categories, 62; identifying feedback from different perspectives, 60; identifying job-related behaviors, 60; including recommendations in, 62–63; interpretive frameworks for feedback included in, 63e–64; overview of, 59
- 360-degree feedback: administrating the process of, 117–143; assessing your own knowledge about, 4–6; creating champions and selling idea of, 95–114; description of, 6; human resource management enhancement through, 20–21, 203–223; key decisions about using, 21–22; organizational requirements for using, 223–225; where and how applications of, 15–21. *See also* 360-degree feedback resistance
- 360-degree feedback applications: clarifying behaviors achieving business strategy/culture change, 17–18; enhancing individual and team performance, 18–20; ensuring development of critical job-related behaviors, 20–21; lessons learned about, 35–40; manager survey on the “how” of, 16–17; manager survey regarding, 15–16; questions to ask about, 23–24. *See also* Case studies
- 360-degree feedback decisions: on collecting and presenting feedback, 21, 41–67; ensuring quality data collection, 22; on getting widespread support, 21–22; providing training, development, follow-up activities, 22
- 360-degree feedback lessons: get senior management support, 36–37; importance of communication about 360 process, 37; linking 360 process to strategy or business need, 35–36; measuring behaviors relevant to jobs, 38; provide ongoing support and follow-up, 38–40
- 360-degree feedback resistance: addressing lack of input in 360 planning, 109–110; causes

- of stakeholder, 108–111, 112e, 146–151; it is not the best use of resources, 98–99; it is too risky, 99–100; it is too time-consuming and distracting, 100–102; it will not make any difference, 102; negative perceptions of multi-source feedback, 110–111; regarding how feedback will be used, 111; regarding purpose of 360 process, 108–109; things are fine, so why bother?, 103–104. *See also* Presenting feedback; Resistance support level; 360-degree feedback
- 360-Degree Feedback Users’ Conference survey (1995), 211–212
- Training: lack of priorities and resources for, 207; providing rater observation, 219; 360 process clarifying priorities of, 209
- Training systems: how 360 process enhances, 208–209; problems with traditional, 206–208; purpose of, 206; tips for integrating 360 process into, 209–211
- Trainor, D., 39

U

- UBS Investment Bank, 18, 20, 199
- Unbalanced feedback issue, 149–150

V

- Validity: agreed-on performance measures to ensure, 224; confirming face, 53; sound 360 process to ensure, 224–225; technical report references to, 57. *See also* Reliability
- Video conference interviews, 80
- Video models, 171–172

W

- Weakness exposure issue, 149
- Weatherhead School of Management (Case Western Reserve), 197
- White, R., 15
- Wilmington Trust Wealth Advisory Services (WAS), 16, 35
- Woodroffe, S., 28–29, 35–36, 37, 109–110, 123–124
- Worksheets: Development Goal Worksheet, 196e; Feedback Consolidation Worksheet, 179e; Self-Monitoring Checklist, 191e
- World Federation of Personnel Management Associations (WFPMA), 206

Y

- Yukl, G., 39, 177, 179, 191, 196, 199, 212–213