



360 sample competencies quickstart guide

WITH BEST PRACTICES AND SAMPLE MESSAGING



Table of contents

- 3** Introduction
- 4** 10 Key Elements of a Successful 360 Program
- 6** Sample Messaging and Rating Scales
- 7** 360 Sample Questions
- 10** About Qualtrics



Introduction

When designed correctly, 360-degree feedback assessments offer each participant a well-rounded view of his or her behaviors and performance. They also offer rich and actionable feedback he or she can use to improve.

But here's the rub—poorly designed 360 assessments can lead to meaningless data and at worst, backfire and create distrust and disengaged employees. Additionally, without a meaningful competency model and well-designed assessment items, multi-rater assessments can easily fail. So whether you're implementing 360s for development or for formal appraisal, the success of your efforts will largely depend on the your level of preparation in designing the 360 program.

Because every organization has unique characteristics, a distinct culture, and a wide variety of leadership needs, our team of I-O psychologists and subject matter experts have crafted a sample template to help you start building a competency model and assessment items that fit your organization.

We've also compiled a list of 10 best practices to be aware of before you begin building content for your multi-rater assessment.



10 key elements of a successful 360 program

TIPS AND BEST PRACTICES

- 1** Engage the right stakeholders from the very beginning—getting decision makers and business leaders on board early will improve buy-in, increase participation rates, and set your program up for success.
- 2** Keep both the raters and ratees in mind when developing the program.
- 3** Make sure the goal of your 360 drives the process. For example, if your 360 is designed for developmental feedback only, let ratees choose their raters.
- 4** Embed the 360 into an existing performance management system and avoid treating the 360 as a stand-alone event.
- 5** If you don't already have a culture of feedback, invest time and resources on the front-end to communicate the purpose of the 360s and build trust to facilitate a feedback-based culture.
- 6** Clearly define and communicate how the success of the 360 program will be evaluated.
- 7** Ensure that follow up and feedback is built in at the forefront of the project and set expectations for participants and leadership early on.



- 8** Base your 360 assessment on a competency model or models. If no such models exist, utilize your organization's core leadership values, basic focus groups, leadership meetings, and/or job analysis data as a starting point to build the 360 competency models.
- 9** Have ratees develop one to two behavioral goals that clearly align with those of the organization. Hyper-focusing on one to two areas of opportunity make long-term behavior change more likely.
- 10** Ensure that confidentiality is built in, maintained and clearly communicated. Raters provide more useful feedback when they know they cannot be identified.



Sample messaging and rating scales

SAMPLE MESSAGING

[Evaluator Name],

You've been asked to provide employee feedback in this 360-degree survey for [Subject Name]. Below are six items about key leadership principles that apply to [Subject Name]'s development. Please provide your anonymous feedback by answering the following questions:

SAMPLE RATING SCALES

360s For Development

- Always
- Almost always
- Often
- Occasionally
- Rarely

360s For Appraisal

- Among the leading 10%
- Among the leading third
- Typical
- Among the lagging third
- Among the lagging 10%



360 sample questions

SELF-AWARENESS

- 1 Controls his / her emotions, even in high-pressure situations
- 2 Demonstrates an awareness of how his / her actions and decisions affect others
- 3 Treats mistakes and setbacks as learning opportunities
- 4 Actively seeks feedback from others on his / her performance

What suggestions do you have the help [Subject's Name] improve his / her self-awareness?

DRIVE FOR RESULTS

- 5 Sets challenging goals for him / herself
- 6 Helps others achieve their objectives
- 7 Prioritizes his / her work based on the needs of the organization and its customers
- 8 Achieves his / her objectives even when faced with obstacles and challenges

What suggestions do you have the help [Subject's Name] improve his / her drive for results?



LEADERSHIP

- 9 Translates the company strategy into concrete actions / plans
- 10 Takes team members' ideas and opinions into account when making decisions
- 11 Helps team members resolve work-related problems
- 12 Holds team members accountable for achieving their objectives

What suggestions do you have the help [Subject's Name] improve his / her leadership skills?

COMMUNICATION

- 13 Actively listens to others
- 14 Tailors his / her communication to the needs of the audience
- 15 Communicates clearly and concisely
- 16 Conveys credibility and expertise when he / she communicates with others

What suggestions do you have the help [Subject's Name] improve his / her communication?



TEAMWORK

- 17 Works effectively in a team
- 18 Gives constructive and helpful feedback to others
- 19 Treats others with respect
- 20 Values and respects differences among team members

What suggestions do you have the help [Subject's Name] improve his / her teamwork?

OPEN-ENDED TEXT BOX QUESTIONS

- 21 What is [Subject's Name] greatest strength and what can he / she continue to do to grow?
- 22 What is [Subject's Name] greatest opportunity and can he / she do to improve in the area?



Qualtrics Overview

Qualtrics is a single system of record for all experience data, also called X-data™, allowing organizations to manage the four core experiences of business—customer, product, employee and brand experiences—on one platform. Over 8,500 enterprises worldwide, including more than 75 percent of the Fortune 100 and 99 of the top 100 U.S. business schools, rely on Qualtrics.

To learn more, please visit qualtrics.com



About Qualtrics Employee Experience

Qualtrics is the first and only Employee Experience Management platform that measures employee experiences across the entire employee lifecycle, automatically prioritizing key drivers of engagement and experience so you can build strong teams, drive productivity, and reduce unwanted attrition.

Qualtrics Employee Experience, powered by our predictive intelligence engine, eliminates the need for tedious manual analysis and automatically surfaces deep insights that help organizations make critical HR decisions. By delivering real-time, role-based insights to the right people, managers and leaders can now uncover areas of weakness, take action, and drive critical organizational outcomes.

Learn more about our Employee Experience Solutions at qualtrics.com/human-resources

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