

# 360 Degree Performance - Appraisal in HR

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**Abstracts:** 360-degree performance appraisal system is one of the modern methods of performance appraisal. The 360 degrees Performance Appraisal method was first used in the 1940s. Analogous to the multiple points on a compass, the 360 method provides each employee the opportunity to receive performance feedback from his or her supervisor, peers, staff members, co-workers, and customers. 360-degree feedback or multi-source feedback is an appraisal or performance assessment tool that incorporates feedback from all who observe and are affected by the performance of a candidate.

## Introduction:

The origins are with the German Reichswehr around 1930 when the military psychologist Johann Baptist Rieffert developed a methodology to select officer candidates.

One of the earliest recorded uses of surveys to gather information about employees occurred in the 1950s at the Esso Research and Engineering Company. From there, the idea of 360-degree feedback gained momentum, and by the 1990s most human resources and organizational development professionals understood the concept. The problem was that collecting and collating the feedback demanded a paper-based effort including either complex manual calculations or lengthy delays. The first led to despair on the part of practitioners; the second to a gradual erosion of commitment by recipients. The 360-degree appraisal was first developed by General Electric (GE), USA in 1992. Today it is used by all major organizations. In India, it is used by Crompton Greaves, Wipro, Infosys, Reliance Industries, etc. By focusing on the core science and presenting information in a practical and easy-to-understand way, 360s can help managers to make important behavior changes quickly and easily. This method is being used in the MARUTHI SUZUKI Motors and HCL. The 360-degree mechanism is not a myth but rather a fact in an organization, whose importance can be gauged from the very fact revealed in the different surveys carried out from time to time.

Andersons' survey reveals (1997) that 20% of organization uses the 360-degree method as a part of performance appraisals. Talents, behavioral quirks, values, ethical standards, and tempers are evaluated as being a potential weapons in the hands of the manager.

IPD survey (1998) reveals that organizations at large (51%) used 360-degree as a Quiet essential rather than feedback to increase awareness and employee participation in leadership development and work unit effectiveness.

Armstrong considers 360-degree feedback methodology to cover Questionnaire ratings, data processing, and follow-up action.

Business is towards surplus generation. Without surplus, no organization can grow. Here the effort to grow the business and the surplus should come from the employee part. The performance of the employees at work here matters in business development and organizational development. The performance of the employees should then align with the strategic decisions that integrate the business goals in an increasingly competitive environment. It is the responsibility of Human Resource Management to integrate the culture of

the organization with all available resources to the optimum output. The 360<sup>0</sup> Appraisal helps the HR Department to have a better understanding of the competitive advantage and disadvantages of the current manpower resources and tune them towards performance excellence and productivity. If a single e-mail can send the pulse racing, it's the one from human resources announcing that it's time for another round of 360-degree feedback. In and of itself, this type of appraisal isn't bad. Indeed, many businesspeople would argue that over the past decade, it has revolutionized performance management—for the better.

Self-appraisal gives a chance to the employee to look at his/her strengths and weaknesses, his achievements, and judge his performance. Superior's appraisal forms the traditional part of the 360-degree appraisal where the employees' responsibilities and actual performance are rated by the superior.

Subordinates appraisal gives a chance to judge the employee on the parameters like communication and motivating abilities, superior's ability to delegate the work, leadership qualities, etc. Also known as internal customers, the correct feedback given by peers can help to find employees' abilities to work in a team, cooperation, and sensitivity towards others. Self-assessment is an indispensable part of 360-degree appraisals and therefore 360 degree performance appraisal has high employee involvement and also has the strongest impact on behavior and performance. It provides a "360-degree review" of the employee's performance and is considered to be one of the most credible performance appraisal methods.

A 360-degree appraisal is also a powerful developmental tool because when conducted at regular intervals it helps to keep a track of the changes in others' perceptions of the employees. A 360-degree appraisal is generally found more suitable for managers as it helps to assess their leadership and managing styles. This technique is being effectively used across the globe for performance appraisals. Some of the organizations following it are Wipro, Infosys, Reliance Industries, etc.

## 1.1. 360-degree review process Knowledge, Tradition, and Practice in India:

The 360-degree review process is purported to be superior to traditional forms of evaluation and feedback as it provides a more complete and accurate assessment of the employee's competencies, behaviors, and performance outcomes. In a traditional performance review, one supervisor assesses a subordinate and is no longer seen as an effective means of obtaining accurate feedback for employees. With traditional reviews, employees are rated by a single person, who may be

biased or have an incomplete view of their work. Standard performance evaluations have been criticized for being ineffective for a variety of reasons such as the potential biases of the matter and the potential subjectivity of ratings. 360-degree feedback is viewed as more precise because, by nature of proof, it offers feedback on observed behaviors and performance from a circle of ratters, as opposed to subjective viewpoints from a single individual.

The 360-degree performance review process intends to provide a more worldwide and precise view of the employee's performance. The accuracy of the 360-degree process depends on whether the respondents interact regularly with the learner and whether the learner reveals him/herself to others. Since a learner can be different from each person, it would follow that there is a benefit to having many respondents involved.

For a 360-degree process to be successful, participants must feel the survey instruments are reliable and valid. An advantage to having an electronic system is that rater reliability can be more easily managed. For instance, if is rater used the same rating for all the survey questions, the system would flag the rater to consider.

Several theoretical and conceptual models are outlined in the literature which may be used to develop 360-degree feedback instruments. Nowack (1993) highlights five different models which can be used to design 360-degree feedback processes:

1. The first is job analysis. This type of 360-degree assessment measures knowledge, skills, and ability (KSAs) based on traditional job-analysis procedures. For example, the knowledge, skills, and ability required for a particular job are determined by interviewing the incumbents, and focus groups and collecting data from "Job-Task Information Questionnaires".
2. Second model is competency-based. Rather than simply measuring KSAs, this approach is more concerned with measuring the competencies associated with a particular job. For this purpose, competencies are identified by comparing the behaviors of high-performing individuals with those of the low-performers. Thus, the differences form a set of "best" competencies.
3. This model focuses on strategic planning. This type of 360-degree assessment measures KSAs based on an organization's strategic plans. It is espoused that these behaviors will facilitate the organization in the achievement of its strategic goals and plans.
4. This model is derived from developmental theory. This is based on theoretical and conceptual models of employee growth and development. It is closely correlated with career development and management development. The basic is that 360-degree feedback leads to enhanced self-awareness, which in turn leads to more effective career development processes.
5. A fifth model is based on personality theory (Nowack, 1993). This model measures KSAs that are associated with personalities such as qualities, traits, temperaments, communication styles, interpersonal relations, and cognition. This is one of the least common models used for designing and developing 360-degree assessments.

Cleveland and her associates (Cleveland et al., 1989) presented a classification of the reasons for conducting

appraisals in organizations, and these included documentation, within-person decisions (feedback on strengths and weaknesses), and between-person decisions (who to promote).

According to Yehuda Baruch (1996), Performance Appraisal systems are used for two main purposes:

- To serve a variety of management functions such as decision-making about promotions, training needs, salaries, etc.
- To enhance the developmental processes of employees or as an evaluation instrument.

The tradition also shows to test the psychometric properties of questionnaires to assess the humanistic qualities of working with colleagues and relating to patients using multisource feedback Questionnaires for 360-degree assessment of consultant psychiatrists to develop the properties of Expert clinical judgment combines technical proficiency, which is derived from scientific understanding, with humanistic qualities. The latter is of particular importance in psychiatry where interprofessional teamwork and a good working relationship with the patient are both essential to high-quality care. Techniques to measure the technical competency of doctors are better developed than those to measure the non-technical aspects of clinical practice. One reason is that important aspects of technical proficiency are observable as behaviors and therefore are measurable using, for example, clinical audits and workplace-based assessments of competencies and skills. We intended to develop and test an approach to assessing the qualities that constitute good humane judgment by senior psychiatrists (consultants). This paper describes the development of a 360-degree assessment system and the analysis of the results for the first 347 psychiatrists to participate.

This is an online instrument aimed at providing organizations with structured feedback regarding the strengths and development needs of their employees. Target individuals provided self-ratings and selected observers to provide ratings on the same tool. Individuals were evaluated by the boss, peers, direct reports, and others. <sup>(11)</sup> The software provides information in the following ways:

One version of the report goes directly to the employee, but a separate version is for the manager's eyes only.

- It is possible to evaluate multiple people at the same time, which saves time and increases the accuracy of their feedback.
- The system automatically highlighted attention to areas of improvement or strengths.
- Logic statements were included to label every competency as a clear strength, unrecognized strength, recognized weakness, or a blind spot based on pre-determined scoring thresholds. This makes it easier for managers and employees to understand what the scores mean.
- The company can create Likert scale-based questions and also can add competency for health & safety according to their industry and business requirement.

There are significant feasibility challenges to using 360-degree surveys in the evaluation of resident performance. Collecting data using paper surveys is burdensome and expensive. Because feedback is recall-dependent, raters

should be asked to evaluate residents close to the time when they have worked with the resident. This requires frequent sampling, again adding to the burden of data collection and data management. At the University of Washington, all faculties have free access to Catalyst Web Tools WebQ, a copyrighted,

A web-based system that allows raters to complete surveys online. Results can be downloaded into a data file and then imported into statistical software for analysis.

What Impact Will 360-Degree Feedback Have On The Organization?

If 360-degree feedback is planned and implemented thoughtfully the impact on the organization will be very beneficial, especially in the following areas:

Quality and quantity of data: A large amount of detailed information, not hitherto available on a person's performance, is generated by 360-degree feedback. The nature and variety of respondents and the face validity of the activities measured to make it much easier for participants to understand what is said and use it as the basis for change and development.

- **Communications:** The application of 360-degree feedback is an exercise in open management. We now have communication upwards and across the organization whereas before it may have only been downwards.
- **Motivation:** Organizations introducing 360-degree feedback often find that it has a morale-boosting effect. The feedback contains a mixture of strengths and areas for development. The former can be a motivating person, but for those people who try to change their behavior and succeed, there is an even greater improvement in morale. Finally, 360-degree feedback changes attitude to performance, that what gets measured gets done.
- **Roles:** The role of everyone involved in a 360-degree feedback project is changed – sometimes subtly, sometimes dramatically. Participants find themselves asking for feedback information from colleagues. Respondents find themselves in a position of influence over participants. The boss's role can change from being the handler down of judgments on performance based on relatively limited information to being a facilitator, coach, or counselor. The role implications for human resources function are strategic as well as individual. The human resources function is in a much better position to measure the success of its strategic initiatives and to use this information for better planning and implementation in the future. 360-degree feedback also has profound implications for the skills of the individual human resources practitioner who has to work with the participant as a partner, drawing out his ideas, and helping him make and implement development plans.
- **The customer:** 360-degree feedback allows internal as well as external customers to make their views known about such matters as the reliability of service, attention to their needs, communication, problem solving, and working in partnership

How Quickly Can A 360-Degree Feedback Project Be Carried Out?

By integrating 360 assessments into their talent management plan, organizations can help identify what's most important to attaining their strategic goals. The successful implementation of 360 feedback assessments enterprise-wide should improve an organization's financial performance, strengthen its existing talent, and enhance its leadership pipeline for the future. Depending on the company, large-scale, 360 feedback at an organizational level could be the catalyst you need to align leaders, create a sense of urgency for new business strategy, and ensure quick execution. Organizational 360-degree feedback could also serve as the starting point for a successful coaching program focused on change.<sup>[15]</sup> Nancy Baym's (2010) three dystopian views of technological determinism from her book *Personal Connections in the Digital Age* include the "fear of losing control, becoming dependent and being unable to stop change" (p. 28). Being immersed in VR or a 360-degree story reflects this loss of control especially as many viewers can be unsure where to direct their attention. Secondly, as technology advances rapidly and as VR is embraced by so many industries, the idea of being unable to stop this technological revolution seems very real. This open-ended delivery of information is tied to twenty-first-century digital contexts.

VR (Virtual Reality) yields deeper, more immersive stories that bring viewers closer to events and breaks down barriers between the audience and the event. Since that day, the 166-year-old daily newspaper has generated 360-degree videos through its New York Times Virtual Reality (NYTVR) app to showcase a revolutionary new form of storytelling. Because it is so new, many questions remain regarding the power of this medium, especially its impact on core journalistic values like objectivity and transparency, as related to telling stories. My research project begins to explore some of these questions

### The Advantages of 360-Degree Feedback

In a recent conversation with [Storage Vault](#), Commercial Director Kraig Martin revealed that the benefits of 360-degree feedback included making their organization's feedback process considerably transparent, motivating employee engagement in the process, and proving instrumental in improving the overall efficiency of the feedback process.

Listed below are the advantages of the 360-degree feedback system

1. Creates Self-Awareness About Strengths & Weaknesses
2. Identifies Training Gaps
3. Improves Productivity & Work Relationships
4. Gives Insight into Employees' Work
5. Increases Transparency Within the Organization

### The Disadvantages of 360-Degree Feedback

However, when done poorly, 360 programs create mistrust, anger, and conflicts and can leave a team with lower morale than when you started the exercise.

1. Sidelines Positive Feedback
2. Garners Dishonest Reviews
3. Increases Distrust in Leaders



4. Time-Consuming Process
5. Provides Biased Opinions

### 1.2. About 360-degree assessment to maximize effectiveness:

The overall performance of an organization is mostly dependent on individual and group performance. Performance appraisal is a continuous process of monitoring, managing, and correcting the individual performance of the entire workforce. 360-degree feedback is considered one of the yardsticks of the performance appraisal process which reduces and changes the traditional supervisor-based appraisal method. This qualitative study has been carried out to discover whether 360-degree feedback is effective as the part of overall performance appraisal process highlighting results from previously conducted research and also, attempting to deliver some recommendations about how to use it more efficiently. Results from the previous studies revealed that 360-degree feedback is an effective method for appraising employee performance despite having a few drawbacks and can be more useful if integrated with some traditional methods. Many companies have used or are using 360-degree feedback for their performance appraisals and have derived a lot of benefits while others cannot. This is not only due to the weaknesses inherited in the technique but also to the way of using it and who is using it. However, firms may adopt the following tips to maximize the benefits of this technique and minimize the risks involved:

**Identification of the differences in use and purpose:** Understanding the feedback scores might differ depending on the purpose, the user should know how to best use and for what purpose; and also how to interpret the scores. Training might be provided to employees to enhance self-awareness to minimize fluctuations in ratings and also to get more accurate self-ratings (Baroda et al., 2012).

**Communicating the purpose and process:** Employees should know the intended purpose before administering the assessment and how the results will be interpreted (Maylett, 2009). Proper communication at the beginning will make the employee relaxed and pre-prepared. For this purpose, an orientation to all the employees can be given about the assessment and implementation of the 360-degree appraisal process.

**Pilot study:** Introducing a pilot study on a group of 30 to 50 employees before implementing company-wide appraisal may be done. It would help refine and identify any hidden disadvantages of the technique and instruments. The pilot survey will also provide a message of what is expected and how it would be done to the overall organization. **Taking time before taking any action:** Before taking any action, a company should wait a minimum period to allow people to become familiar with the process and feel more comfortable with the feedback (Maylett, 2009).

**Selection of appropriate raters:** It is often more realistic for employees to choose their raters with development feedback rather than with appraisal (Maylett, 2009). Most of the weaknesses of the 360-degree feedback technique can be solved by selecting raters on behalf of the employee rather than giving them the freedom to select their own. It is also important to ensure that the employees being rated are in

regular interaction with the raters and provide accurate feedback in terms of performance.

**Consideration and communication of rating scale:** In general, a 7-point Likert scale is more effective than a 5-point scale to allow greater differentiation in scores. The ratings should also be provided with proper directions and guidelines regarding what each scale means and how the levels of performance should be rated. The overall result will be a common understanding of the related degree of various levels of performance.

**Short survey:** The survey questionnaire should be designed in such a way that it could be completed in 15 minutes or less. DecisionWise (2008), in one of its studies, found that there should be approximately 45 to 55 questions. If it is longer, the raters tend to experience fatigue which results in a more "good" or "average" range. The shorter the questionnaire, the more accurate feedback tends to be. The questions should also be concise.

**Customized survey:** Survey questions should be designed for a specific purpose. Organizations should consider a customized, purpose-specific survey rather than a standard, general one.

**Proving score per question:** Many performance appraisals design a series of identical questions under one category or group. If "communication" is taken as an example that has many components like oral, written, verbal, and non-verbal, scores should be provided based on each component, not an overall score for only communication. This will be easier for an employee to understand which area of communication is being addressed by the surveyor. It will help to get more useful and reliable data thus making it easy for the rater to evaluate accurately and easily.

**Integrate 360-degree feedback with the training and development process:** Once the 360-degree feedback method is considered, it should be integrated with other training and development initiatives. Proving feedback to suggest changes without training or assistance will result in lowering motivation and fear among the employee who is to be evaluated.

**Integrating into organizational culture:** Last but not the least, it should be integrated into the organizational culture as part of a regular and systematic process. It will help the employees used to the technique and remove confusion, fear, and resistance thus increasing confidence.

The 360-degree performance appraisal system is an advanced kind of appraisal that is used by many organizations where the performance of the employee is judged using the review of around 7 to 12 people. These people are working with the employee and they share some of their work environment. The feedback is gathered in the form of reviews in terms of the competencies of the employee. The employee himself or also takes part in this appraisal with the help of self-assessment. The 360-degree performance appraisal system is a way to improve the understanding of the strength and weaknesses of the employee with the help of creative feedback forms.

There exist 3 prime reasons why organizations prefer to go for a 360-degree performance appraisal.

1. To get an enhanced review of the performance and perspective of the future leader.
2. To broaden the insight into manpower development and its needs.
3. To collect feedback from all the employees and to ensure organizational justice.

Usually, under a 360-degree appraisal system, the feedback is collected from peers subordinates, customers, managers, and the team members of the employee. The feedback is collected using on job survey based on the performance of employees. Where Assessment system is a rating form in appraisal conditions which is 5- Exceeds expectations, 4 - Meets expectations, 3 -Meets most expectations, 2-Needs improvement, and the last 1 –Unsatisfactory.<sup>[19]</sup> The results from 360-degree feedback are often used by the person receiving the feedback to plan training and development. Results are also used by some organizations in making administrative decisions, such as pay or promotion. When this is the case, the 360-degree assessment is for evaluation purposes, and it is sometimes called a 360-degree review.

360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle. his method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.

This appraisal method has five integral components:

#### 1. Self-appraisals

Self-appraisals offer employees a chance to look back at their performance and understand their strengths and weaknesses. However, if self-appraisals are performed without structured forms or formal procedures, they can become lenient, fickle, and biased.

#### 2. Managerial reviews

Performance reviews done by managers are a part of the traditional and basic form of appraisals. These reviews must include individual employee ratings awarded by supervisors as well as the evaluation of a team or program done by senior managers

#### 3. Peer reviews

As hierarchies move out of the organizational picture, coworkers get a unique perspective on the employee's performance making them the most relevant evaluator. These reviews help determine an employee's ability to work well with the team, take up initiatives, and be a reliable contributor. However, friendship or animosity between peers may end up distorting the final evaluation results.

#### 4. Subordinates Appraising manager (SAM)

This upward appraisal component of 360-degree feedback is a delicate and significant step. Reporters tend to have the most unique perspective from a managerial point of view. However, reluctance or fear of retribution can skew appraisal results.

#### 5. Customer or client reviews

The client component of this phase can include either internal customers such as users of products within the organization or

external customers who are not a part of the company but interact with this specific employee regularly.

Customer reviews can evaluate the output of an employee better, however, these external users often do not see the impact of processes or policies on an employee's output. Where six most-used modern performance methods is a good employee performance review method can make the whole experience effective and rewarding that is:

1. MBO where it's idle for measuring the quantitative and qualitative output of senior management like managers, directors, and executives.
2. 360-Degree Feedback method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.
3. Assessment Centre Method will not only assess the existing performance of an individual but also predict future job performance.
4. Behaviorally Anchored Rating Scale (BARS) is for all sizes of businesses and industries and it assesses the performance of their entire workforce from the entry-level agent to c-suite executives.
5. Psychological Appraisals method focuses on analyzing an employee's future performance rather than their past work.
6. Human-Resource (Cost) Accounting Method analyses an employee's performance through the monetary benefits he/she yields to the company.

One of the major considerations for organizations that have gone for 360-degree appraisal has been strategic integration and alignment of performance management with business goals in the increasingly competitive environment. It has helped them create a mechanism for integrating inputs, creating an appropriate work culture, and under-bidding the company's competence assessment and development program. Although it would be desirable to have a 360-degree appraisal system in the entire organization, the experience in India shows that it has so far been largely introduced at the top and in a few cases at the middle levels in progress. It can serve as a strong spur for development and behavior change. It's very powerful means that it needs to be managed professionally.

1. Caution should be addressed through Superiors because when they are supervising very large numbers of employees and do not have detailed knowledge of each employee's performance.
2. Cautions should be addressed through self-assessment that Sometimes self-ratings can be lower than others. In such situations, employees tend to be self-demeaning and may feel intimidated and "put on the spot."
3. Cautions should be addressed through Peer evaluations the peer evaluators must be very familiar with the team member's tasks and responsibilities. Depending on the culture of the organization, peer ratings have the potential for creating tension and breakdown.
4. Cautions should be addressed through subordinates to ensure that when they are appraising elements they know. For example, if a supervisor's performance plan contains elements that address effective leadership behaviors, subordinate input would be appropriate. It may not be appropriate for the employee to appraise the supervisor's technical assignments.
5. Cautions should be addressed through customers that generally do not see or particularly care about the work processes, and often do not know how the actions of

employees are limited by regulations, policies, and resources.

The assessment of Coaching, Counselling, and Career Development Interventions is a common tool for many organizations, but their basic assumptions can be challenged. Without significant support and validation processes built into a competency application, 360-degree assessment can deliver results with only minimal validity. In an unhealthy organizational culture, 360-degree techniques can turn the workplace into a war zone where co-workers can take anonymous shots at each other and management.

**The root of 360-degree training:**

The foundation of 360-degree training is a particular type of feedback. 360-degree feedback is also called multi-rater feedback, multi-rater assessment, 360-degree assessment, multi-source feedback, and/or multi-source assessment.

This type of feedback is designed to give an individual a variety of perspectives concerning their behavior and performance. With this feedback, an employee's supervisors,

subordinates, colleagues, and team members may be asked to provide feedback concerning that employee's work behavior and performance. The individual also performs a self-assessment. This multi-source assessment can also include feedback from other stakeholders, such as clients, customers, suppliers, and vendors.

The goal of this multi-source feedback is for an individual to gain a well-rounded perspective with fewer "blind spots." With this method, an employee receives insight into their strengths as well as development opportunities.

Using 360 assessment results, an employee and supervisor can develop an action plan to chart the direction of their personal and professional development, particularly looking to grow areas that may have been unknown or unperceived.

**360-degree training is the Johari Window in action:**

The Johari Window is based on an interpersonal, relational model that is used to improve understanding, communication, and relationship between individuals.

Psychologists Joseph Luft and Harry Ingham devised the model in 1955 for self-awareness, group development, and corporate use.

	<i>Known to Self</i>	<i>Not Known to Self</i>
Known to Others	1: Open Area	2: Blind Area/Blind Spot
Not Known to Others	3: Hidden Area/Facade	Unknown Area

**According to Johari's Window:**

1. The Open Area represents the public things that you and other people know about you. People with a large Open Area tend to be easy to talk with. They're open and honest communicators who get along well with others. People with a small Open Area tend to be difficult to talk with and are often perceived as uncommunicative. They may not work well with others and tend not to be trusted.
2. The Blind Area represents the things others know about you but you don't know about yourself. People with large blind areas tend to have behaviors and traits that they are unaware of and haven't dealt with, yet others can see them. These issues can cause conflict, especially because others see the obvious but the individual doesn't.
3. The Hidden Area represents the things that you know about yourself but others don't. It's often called the "facade." People with hidden areas may cause others to feel they are untrustworthy and difficult to get along with, but can't put their finger on why.
4. The Unknown Area represents those things that you don't know about yourself, nor does anyone else. These areas can be the source of tremendous conflict, misunderstanding, and trouble.

**The goal of the Johari Window is to expand the Open Area in two ways:**

- One way is to disclose more of yourself, which pushes the Open Area into the Blind Area.
- The other way is for others to disclose what they see in you, which pushes the Open Area into the Hidden Area.

The more you open up and self-disclose, incrementally and over time, the more trust and honesty grow. The more others can give you feedback without negative repercussions, the

more trust, openness, and camaraderie grow, which is key to team-building.

360-degree training is beneficial when implemented properly; 360-degree training can greatly help your organization and create an atmosphere of openness and collegiality in the workplace as well as for building your team, all of which benefit an organization. [23] An appraisal system involving numerous evaluators will naturally take more time and, therefore, be more costly [24] Utilizing an effective online 360-degree feedback system is key to the success of the process. By choosing the right system that can gather structured, detailed information and efficiently capture the perceptions of the participants involved (superiors, peers, subordinates, customers). Look for a fully integrated web-based system that can automate the often complex feedback process. In a future post, we'll discuss in more detail how to select a 360-degree feedback system.

Manuel London, Richard W. Beatty's article examines the status of 360-degree feedback in organizations. How to optimally use feedback from multiple constituencies as a competitive advantage is discussed. Differences between traditional performance appraisal and 360-degree feedback are elucidated. Elements of designing and implementing an effective 360-degree feedback program are explored: content, employee involvement, item type, format, relevance, implementation, using results for evaluation and/or development, including managers' self-assessment, and the form and content of the feedback. [25]

Empirical analysis suggests a winning combination" (2003) states that practical Implications for Performance Improvement Combining coaching with 360-degree

programs may benefit today's cost-conscious human resource management in at least three ways. First, developing the coaching as used in this study may help overcome some of the problems associated with 360s such as processing the feedback information, dealing with the self and other discrepancies, and what to do with the information to become more effective.

1996; DeNisi & Griffin, 2001; Stajkovic, 2003; Waldman et al., 1998). Second, showing that feedback coaching had a positive effect on work attitudes and intentions to quit can help managers not only meet the challenge of improving 360-degree programs but also reduce costs through decreased turnover and improved job satisfaction and organizational commitment that are related to performance. The present study also provided more direct performance implications from feedback-coaching through organizational performance (i.e., sales revenue, unit-level production quality, and customer satisfaction ratings) significantly increased from right before the feedback-coaching (Time 1) to the three months following the feedback coaching (Time 2). To control for a seasonality effect, we found that these overall performance outcomes had not improved during the same time of the previous year. However, individual-level-performance measures were not available, these organizational level-performance measures.

The third step in this systematic coaching was to help managers direct the knowledge gained from the increased self-awareness toward subsequent behaviors and actions by developing an answer to the following question: What can I do in the future with what I have learned about myself? Specifically, the coach first asked the manager (and facilitated him/ her) to summarize the knowledge gained so far ("I now know that I need to draw relevant data from the quarterly reports to give more objective feedback"). Second, the manager was next asked to separate "facts from fiction." This part of the coaching was based on Seligman's (1993) research emphasizing the importance of understanding what can (e.g., managerial behavior) and what cannot (at least easily) be changed given the circumstances ("Production, but not profitability data, is available to me to share with others"). Third, building on this dialogue, the manager was then helped to select an appropriate course of action regarding each item discussed ("I must start providing feedback based on objective data"). Lastly, the manager was assisted in understanding the necessary antecedents (e.g., more learning, needed resources) and potential consequences of each course of action discussed (e.g., more workload, increased responsibility).

The last phase of the coaching session focused on the manager being aware of taking self-responsibility for improvement and how to do it (see Stajkovic, 2003). As Pfeffer (1995, 1998) has repeatedly noted, although many times managers know what they are supposed to do (e.g., provide timely and useful feedback), they may not know how to do it (application of behavior management principles). Multiple evaluators limit the ability of one individual appraiser to provide a biased opinion concerning an employee's performance, as well as limit the ability for stereotyping in the appraisal process. In addition, halo, similarity, contrast, and attribution errors become less likely, and distributional errors tend to even out among multiple

raters. It is for these reasons that 360° evaluations have gained favor in many organizations over the past 20 years. Organizations and employees can benefit from conducting professional 360-degree appraisals involving all staff members. 360-degree appraisals are built around anonymous feedback collected from a representative group of employees who are quizzed on the behavior of their co-workers.

To this end, 360-degree appraisals should be used to complement the annual appraisal system between a line manager and an employee, with the outcomes being used toward the employee's self-improvement and professional development.<sup>[28]</sup> Another pitfall in using 360-degree feedback tools effectively includes not carefully selecting the right instrument for the organization's needs. One instrument is unlikely to fill all an organization's needs with different management groups and levels. Instruments should be chosen with the actual behaviors, knowledge, and skills of the specific target group in mind. The best practice in using 360 degree-feedback is while multi-rater feedback can help leaders identify strengths and developmental areas and increase their self-awareness, several practices can further increase its value to an organization.

In recent years, however, its popularity has led to uses beyond its original application for management development. In particular, 360-degree assessment is now replacing traditional performance appraisal. This trend toward multiple uses--especially administrative ones--should raise concerns, and we discuss its implications. In particular, our focus is on dilemmas created when a feedback tool is stretched to include potentially conflicting aims. There are three levels (individual, interpersonal, and organizational) using three frames (cognitive, psychometric, and game-theoretical). It leads to the conclusion that if used for multiple purposes 360-degree assessment is in danger of losing its efficacy as a process to deliver honest and constructive feedback.

#### Literature Review:

According to Cambridge journals: The Evolution and Devolution of 360° Feedback Focal Article: The Evolution and Devolution of 360° Feedback David W. Bracken DWBracken & Associates Dale S. Rose 3D Group Allan H. Church PepsiCo Published online by Cambridge University Press: 29 December 2016 is 360° Feedback "process" includes all the steps that affect the quality (reliability, validity, execution, and acceptance) of the feedback, from design through use and it must be designed to align with organizational behavioral requirements. A lack of clarity of purpose will result in misunderstandings among everyone involved. Sometimes the issue is that the goals of the 360° Feedback effort were never fully defined. Although the specific purpose of a 360° Feedback program may vary at the broadest level. So, the conclusion of this article was If We Think we've made progress it means collecting ratings at regular intervals, using feedback to evaluate individuals and making organizational decisions about them, and tracking results over time.

Through Wikipedia references Bracken, Dalton, Jako, McCauley, & Pollman, 1997 and Atkins & Wood, 2002 came to know that one of the earliest recorded uses of surveys to gather information about employees occurred in



the 1950s at the Esso Research and Engineering Company. From there, the idea of 360-degree feedback gained momentum, and by the 1990s most human resources and organizational development professionals understood the concept. The result according to Wikipedia from Hazucha et al., 1993; London & Wohlers, 1991; Walker & Smither, 1999, Walker & Smither, 1999 and Maylett & Riboldi, 2007 was Several studies indicate that the use of 360-degree feedback helps to improve employee performance because it helps the evaluated see different perspectives of their performance. In a 5-year study, no improvement in overall rater scores was found from the 1st year to the 2nd, but scores rose with each passing year from 2nd to 4th.

According to Organisation Development & Research Limited published December 27th, 2019 in Expansion into Mainstream Use When Organisation Development & Research Limited (ODRL) [3] statement that 360-degree appraisals, in which he used the results to justify firing the bottom 10% of workers in every feedback cycle. Since then, the application of the 360s has evolved from Jack Welch's cutthroat streamlining process. Through Bracken, Tamarack, & Church, 2001 references It is estimated that over a third of U.S. companies and 90% of Fortune 500 companies utilize 360° feedback and these figures are only increasing with no signs of this growth letting up according to Edwards & Ewen, 1996.

Through academic research International Journal of Human Resource & Industrial Research, Vol.1, Issue 3, July-2014, pp 01-04 ISSN: 2349 –3593 (Online), ISSN: 2349 –4816 360-Degree Performance Appraisal: A Myth Or A Fact Dr.Akhil Goyal Assistant professor Institute of Management and computer science Nims University, Jaipur, Rajasthan, India, and Dr. Anuradha Saxena\*\* Assistant professor Institute of Management and computer science NIMS University, Jaipur, Rajasthan, India <sup>[4]</sup> I found in 360-Degree Performance Appraisal: A Myth Or A Fact is 360-degree mechanism is not a myth rather than a fact in an organization, whose importance can be gauged from the very fact is revealed in the different surveys carried out from time to time. This end of the paragraph concluded that 360-degree is a feedback mechanism that has to care for certain areas, making feedback and endeavor to develop and not demolish, giving feedback with care, stressing the positives, and being more sensitive and trustworthy. Communicating clearly and timing it well.

“A Study On 360 Degree Performance Appraisal” With Reference Dr. Reddy’s Laboratories, Cto-Ii, Hyderabad A project report Submitted in Partial Fulfillment of The Required for the Award of the Degree of Master Of Business Administration Which Is Submitted By S.Rajarajeswari (H.T.No.208541000043) Under the Esteemed Guidance of Mrs. K. Lalitha Bhavani., MHRM., Faculty in Management Studies <sup>[5]</sup> I assumed that the studied on 360-degree performance appraisal was Business is towards surplus generation. Without surplus, no organization can grow. It is the responsibility of Human Resource Management to integrate the culture of the organization with all available resources to the optimum output. The 360<sup>0</sup> Appraisal helps the HR Department to have a better understanding of the competitive advantage and disadvantages of the current manpower resources and tune them towards performance

excellence and productivity. The conclusion was an indicator it appraises the overall performance of the employee which will be satisfactory to make this more successful a separate committee is being maintained called the "Apex" committee. Through this, they can be get motivated and intern improves their efficiency and finally leading to both personal and organizational development.

Where Getting 360-Degree Feedback Right by Maury Peiperl in Harvard Business Reviewed From the Magazine (January 2001) <sup>[6]</sup> that If a single e-mail can send the pulse racing, it’s the one from human resources announcing that it’s time for another round of 360-degree feedback. In and of itself, this type of appraisal isn’t bad. Indeed, many businesspeople would argue that over the past decade, it has revolutionized performance management—for the better and they examined that several organizations gradually develop enough trust and confidence to make the most of peer appraisal without incurring dysfunctional consequences. So, by lying they are open to praise and criticism from all directions and inviting others to do the same, they guide their organizations to new capacities for continuous improvement.

I found in a reference through content for post-graduate courses MHRD Pathshala: Module no 20: Human Resource Management: Methods of performance appraisal is a powerful developmental tool. Self-assessment is an indispensable part of 360-degree appraisals and therefore 360 degree performance appraisal has high employee involvement and also has the strongest impact on behavior and performance. Performance appraisal techniques have often failed to give a correct assessment of the employee due to conflict between both the judge and the helper, confusion in many objectives, where appraisal is not rewarding, time gap, and Poor communication.

Journal of European Industrial Training in 360° feedback process: performance, improvement, and employee career development Alma M. McCarthy Thomas N. Garavan, Vol. 25 Iss 1 pp. 5 – 32, Downloaded on: 08 March 2015, At 15:01 (PT). The 360-degree review process is purported to be superior to traditional forms of evaluation and feedback as it provides a more complete and accurate assessment of the employee's competencies, behaviors, and performance outcomes. Common terms used to refer to 360-degree feedback. Stakeholder appraisal; full-circle appraisal; multi-rater feedback; multi-source assessment; Subordinate and peer appraisal; group performance appraisal; Multi-point assessment and multi-perspective ratings. One of the major challenges facing the introduction of multi-source feedback is that employees may feel threatened by the assessment (London et al., 1990). In their recommendation While the evidence is reassuring for organizations considering using 360<sup>0</sup> feedback, several important issues need to be considered to enable an organization to adopt multi-rater feedback effectively.

Mohammad Rouhi Eisalou Human Resource 360- Degree Feedback Performance Appraisal System LAMBERT Academic Publishing with webpage Approved by: Islamic Azad University, Ardabil, Iran, All rights reserved. Saarbrücken 2014 according to Yehuda Baruch Performance Appraisal systems are used for two main purposes first to serve a variety of management functions such as decision-



making about promotions, training needs, and salaries, and second To enhance developmental processes of employees or as an evaluation instrument. 13 common mistakes which have to avoid when implementing a multi-rater assessment this is Having no clear Purpose, Using it as a substitute, not conducting a pilot test, Not involving key stakeholders, Having insufficient communication, Compromising confidentiality, Not making clear the feedback's use, Not giving people sufficient resources, Not clarifying who "owns" the feedback, Not clarifying who "owns" the feedback, Linking to existing systems without a pilot, Making it an event rather than a process and Not evaluating effectiveness.

The British Journal of Psychiatry (2008) 193, 156–160. Questionnaires for 360-degree assessment of consultant psychiatrists: Development and Psychometric Properties: Paul Lelliott, Richard Williams, Alex Mears, Manoharan Andiappan, Helen Owen, Paul Reading, Nick Coyle, and Stephen Hunter which is Published online by Cambridge University Press: 02 January 2018. <sup>[10]</sup> British Journal of Psychiatry is the tradition also shows to test the psychometric properties of questionnaires to assess the humanistic qualities of working with colleagues and relating to patients using multisource feedback Questionnaires for 360-degree assessment of consultant psychiatrists to develop the properties Expert clinical judgment combines technical proficiency, which is derived from scientific understanding, with humanistic qualities and their conclusion included in their paragraph, is Reliable 360-degree assessment of humane judgment is feasible for psychiatrists who work in large multi-professional teams and who have large case-loads.

#### International Journal of Selection and Assessment, Volume 20 Number 4 December 2012

Assessing Innovation: A 360 appraisal study Kristina Potocnik and Neil Anderson, University of Edinburgh Business School, 29 Buccleuch Place, Edinburgh, EH8 8JS, UK. <sup>[11]</sup> Kristina Potocnik and Neil Anderson presented that 360 is an online instrument and Target individuals provided self-ratings and selected observers to provide ratings on the same tool. Individuals were evaluated by the boss, peers, direct reports, and others. They found in both the literature and research on innovation that integrates across these two largely disparate areas of organizational psychology and HRM and said in the paragraph "Our findings have important implications for both areas, and for both future research and practice of performance management, particularly about 360-degree appraisal procedures."

School of Business Executive MBA Program Term Paper Questionnaires and Answers of Marks & Spencer, Selfridges, Primark & Sainsbury's The Journal: 360 Degree Appraisal Evaluate Employee Health & Safety Performance Submitted to Professor Dr. M. Mahmudul Hasan EMBA 602. Human Resource Management 22 August 2015 reference through Tahmina Shafiq 152 1892 090 The Tuna Tasters <sup>[12]</sup> Professor Dr. M. Mahmudul Hasan statement cleared through software information that One version of the report goes directly to the employee, but a separate version is for the manager's eyes only. It is possible to evaluate multiple people at the same time, which saves time and increases the accuracy of their feedback. The system automatically highlighted attention to areas of

improvement or strengths. And the solution found in The 360-degree appraisal process works best when survey questions are customized to the company using it.

Massagli TL, Carline JD: Reliability of a 360-degree evaluation to assess resident competence. Am J Phys Med Rehabil 2007;86:845–852 American Journal of Physical Medicine & Rehabilitation Copyright © 2007 by Lippincott Williams & Wilkins <sup>[13]</sup> Teresa L. Massagli Assessed that there are significant feasibility challenges to using 360-degree surveys in the evaluation of resident performance. Collecting data using paper surveys is burdensome and expensive. Because feedback is recall-dependent, raters should be asked to evaluate residents close to the time when they have worked with the resident. This requires frequent sampling. her conclusion finds that The 360-degree evaluation tool did not measure five distinct dimensions of competence, but it is one tool in the evaluation toolbox that can be used to assess performance, from which we can infer competence. A single 360-degree evaluation form may not work for all types of raters if they do not share similar opportunities to observe resident skills.

Degree Feedback through Mohammad Rouhi Eisalou in their book published in Human Resource 360 Degree Feedback: Performance Appraisal System: LLP Lambert Academic Publishing ISBN: 978-3-659-66837-1 page no 122-124 in 2014 <sup>[14]</sup> According to Lambert published that if 360-degree feedback is planned and implemented thoughtfully the impact on the organization will be very beneficial like Quality and quantity of data, Communications, Motivation, Roles, and The customers. In brief, he said It is important to monitor the introduction of performance management very carefully but it is equally vital to continue to monitor and evaluate it regularly, especially after its first year of operation.

Through the webpage, <https://www.ccl.org> in effectively-articles leading of how-to-implement-360-feedback-initiative/<sup>[15]</sup> CCL article showed that by integrating 360 assessments into their talent management plan, organizations can help identify what's most important to attaining their strategic goals. The successful implementation of 360 feedback assessments enterprise-wide should improve an organization's financial performance, strengthen its existing talent, and enhance its leadership pipeline for the future. In the end, the tips Implement a successful organizational 360 process by clarifying the goals for the 360 feedback initiative. is to address individual and organization readiness, Design the process, Select or design the tool, Identify and prepare participants, Prepare the organization, Administer the assessment, process the results, and extend the learning.

Immersive storytelling: How 360-degree video storytelling is helping to redefine journalism by Kris Hodgson which is published on July 2017 through academia.edu <sup>[16]</sup> Kris Hodgson redefined their journal that the newspaper has generated 360-degree videos through its New York Times Virtual Reality (NYTVR) app to showcase a revolutionary new form of storytelling. VR (Virtual Reality) yields deeper, more immersive stories that bring viewers closer to events and breaks down barriers between the audience and the event. In the discussion point, my research project aimed to examine the impact of 360-degree journalism and to identify

the best way to create a story in this format. His goal was to identify the considerations needed when creating a story of this nature and more research is needed to understand how this technology can be used by journalists as a way to engage in new forms of storytelling.

In the blog [https://blog.mettl.com/Advantages and Disadvantages of 360 Degree Feedback in the talent assessment 360-degree balanced understanding of its benefits and drawback and also to accept that nothing is perfect and explore 360-degree feedback advantages and disadvantages and the conclusion of the blog is](https://blog.mettl.com/Advantages-and-Disadvantages-of-360-Degree-Feedback-in-the-talent-assessment-360-degree-balanced-understanding-of-its-benefits-and-drawback-and-also-to-accept-that-nothing-is-perfect-and-explore-360-degree-feedback-advantages-and-disadvantages-and-the-conclusion-of-the-blog-is) In this model, feedback isn't just given from the individual's supervisor but from various people in the organization. This provides a fair and more accurate picture of the employee's demonstrated behavior.

MD Sajjad Husain's Asian Business Review in February 2016 with the research article "360 Degree Feedback as a Technique of Performance Appraisal: Does it Work?" Which had been accepted on Feb 14, 2016, said in Asian Business Review, Volume 6 through research gate Sajjad Hosain Said several companies have used or are using 360-degree feedback for their performance appraisals and have derived a lot of benefits while others cannot. The conclusion remarked by 360-degree feedback should not be used interchangeably. To get the optimum result, organizations should use both 360-degree feedback and traditional performance evaluation methods together.

According to Performance Management, 360-degree appraisal viewed in HR help board, where the heading of the title is 360 Degree Performance Appraisal, Feedback System and its Review <sup>[19]</sup> exists 3 prime reasons due to which organization prefers to go for a 360-degree performance appraisal.

1. To get an enhanced review of the performance and perspective of the future leader.
2. To broaden the insight into manpower development and its needs.
3. To collect feedback from all the employees and to ensure organizational justice.

Where Assessment system is a rating form in appraisal conditions which is 5- Exceeds expectations, 4 -Meets expectations, 3 -Meets most expectations, 2-Needs improvement, and the last 1 –Unsatisfactory.

360 appraisal PowerPoint presentations by Ahmed Hussein Qabeel which I viewed through academia.edu 360-degree feedback is often used by the person receiving the feedback to plan training and development. Results are also used by some organizations in making administrative decisions, such as pay or promotion. The Pros and Cons are defined in the last in comparison mode where the pros are if more staff takes part in the performance appraisal, the organizational culture of the company will become more honest and the Cons are that 360-degree feedback can impose an environment of suspicion if the information is not openly and honestly managed.

In the webography where the topic is 6 Practical Performance Appraisal Methods for the Modern Workforce (With Examples) which is published on May 11, 2020, with the Performance Management where the six most-used

modern performance methods a good employee performance review methods can make whole experience effective and rewarding that is:

1. MBO where it is idle for Measuring the quantitative and qualitative output of senior management like managers, directors, and executives.
2. 360-Degree Feedback method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.
3. Assessment Centre Method will not only assess the existing performance of an individual but also predict future job performance.
4. Behaviourally Anchored Rating Scale (BARS) is for all sizes of businesses and industries and it assesses the performance of their entire workforce from the entry-level agent to c-suite executives.
5. Psychological Appraisals method focuses on analyzing an employee's future performance rather than their past work.
6. Human-Resource (Cost) Accounting Method analyses an employee's performance through the monetary benefits he/she yields to the company.

Kankana Mukhopadhyay's project in performance management with the subject title according to her 360 – Degree Appraisal – A Performance Assessment Tool” on September 2006 <sup>[22]</sup> she presented that It has helped them create a mechanism for integrating inputs, creating an appropriate work culture, and under-bidding the company's competence assessment and development program.

1. Caution should be addressed through Superiors because when they are supervising very large numbers of employees and do not have detailed knowledge of each employee's performance.
2. Cautions should be addressed through self-assessment that Sometimes self-ratings can be lower than others. In such situations, employees tend to be self-demeaning and may feel intimidated and "put on the spot."
3. Cautions should be addressed through Peer evaluations the peer evaluators must be very familiar with the team member's tasks and responsibilities. Depending on the culture of the organization, peer ratings have the potential for creating tension and breakdown.
4. Cautions should be addressed through subordinates to ensure that when they are appraising elements they know. For example, if a supervisor's performance plan contains elements that address effective leadership behaviors, subordinate input would be appropriate. It may not be appropriate for the employee to appraise the supervisor's technical assignments.
5. Cautions should be addressed through customers that generally do not see or particularly care about the work processes, and often do not know how the actions of employees are limited by regulations, policies, and resources.

The assessment of Coaching, Counselling, and Career Development Interventions is a common tool for many organizations, but their basic assumptions can be challenged. Without significant support and validation processes built into a competency application, 360-degree assessment can deliver results with only minimal validity. In an unhealthy organizational culture, 360-degree techniques can turn the

workplace into a war zone where co-workers can take anonymous shots at each other and management.

In webography through Edge training systems. INC for developing leaders for 20 years that "How 360-degree training can improve Individual development." [23] Where Edge training systems refined the Root of 360-degree training. The goal of this multi-source feedback is for an individual to gain a well-rounded perspective with fewer "blind spots." With this method, an employee receives insight into their strengths as well as development opportunities. Even The Johari Window is based on an interpersonal, relational model that is used to improve understanding, communication, and relationship between individuals. 360-degree training is helpful when implemented properly; 360-degree training can greatly help your organization and create an atmosphere of openness and collegiality in the workplace as well as for building your team, all of which benefit an organization.

In the file which is uploaded in academia through Iman Fajar in the book performance management with Chapter 8 mentioned in Performance Management and Appraisal.

An appraisal system involving numerous evaluators will naturally take more time and, therefore, be more costly.

360-degree feedback as a competitive advantage Manuel London, Richard W. Beatty, First published in Summer - Autumn (Fall) 1993 through academia.academia.edu [25] Manuel London, Richard W. Beatty article examines in designing a 360-degree system in organizations. We focus here on item content, involving employees in developing items, item type and format, relevance, implementation (accompanying instructions, training, etc.), use of the results (whether for evaluation and/or development), the inclusion of managers' self-assessment, and the form and content of the feedback.

The inclusion of external and internal customers (and perhaps suppliers) can provide insight into the leader-behavior-work-unit relationship that may help identify the leadership energy, roles, and behaviors essential for organizational survival. Understanding this relationship and using 360-degree data feedback to improve work unit results, leadership competency and performance, and customer success in doing business with the firm can indeed make 360-degree feedback a source of competitive advantage.

Luthans, Fred and Peterson, Suzanne J., "360-degree feedback with systematic coaching: Empirical analysis suggests a winning combination" through Management Department Faculty Publications in 2003. 147 [26] Luthans, Fred, and Peterson suggested that It is a winning combination" where practical Implications for Performance Improvement Combining coaching with 360-degree programs may benefit today's cost-conscious human resource management. In the limitation and conclusion, they said to advance several steps to minimize the potential for alternative explanations. Systematic coaching sessions were not conducive to a Hawthorne effect. First, managers knew that they were receiving the attention of the coach. Second, one may suggest that the information on self-biased

mismatch may have resulted in managers changing their ratings to match those of others.

Appendix A: SHRM 2010 Curriculum Guidebook for the complete list in SHRM HR content with the web reference through Performance Management and Appraisal Chapter 8 outline [27] Multiple evaluators limit the ability of one individual appraiser to provide a biased opinion concerning an employee's performance. It is for these reasons that 360° evaluations have gained favor in many organizations over the past 20 years. In the peer assessment, the exercise includes the usual self-assessment for each chapter, an evaluation of peers, plus development measures of performance.

According to Michael Page through development and retention How to conduct a 360-degree appraisal [28] According to Michael page Organisations and employees can benefit from conducting professional 360-degree appraisals involving all staff members. 360-degree appraisals are built around anonymous feedback collected from a representative group of employees. To this end, 360-degree appraisals should be used to complement the annual appraisal system between a line manager and an employee, with the outcomes being used toward the employee's self-improvement and professional development.

In Volume 1 through the book short entries by volume editor Robert K. Prescott, Ph.D. SPHR and Executive editor William Rothwell "The Encyclopedia of Human Resource Management" Copyright © 2012 by John Wiley & Sons, Published by Pfeiffer An Imprint of Wiley Essential resources for training and HR professionals, where the Article 2 Multi-Rater (360-Degree) Feedback Instruments by Curtis D. Curry [29] pitfalls in using 360-degree feedback tools effectively includes not carefully selecting the right instrument for the organization's needs. The best practice in using 360-degree feedback is while multi-rater feedback can help leaders identify strengths and developmental areas and increase their self-awareness, several practices can further increase its value to an organization.

Academy of Management Learning & Education Vol. 2, No. 3 Articles which is published on 30 November 2017 by Ginka Toegel and Jay A. Conger with [30] One of the most popular management development tools in use today is the 360-degree assessment instrument. In recent years, however, its popularity has led to uses beyond its original application for management development. We suggest that it is time for reinvention of the tool and its process methodology. In particular, we argue for the development of two distinct tools--one for management development and one for performance feedback. The performance appraisal feedback tool would be designed around quantitative feedback and measuring performance outcomes.

#### Research Gap:

The purpose is to create change in behaviors valued by the organization for 360-degree feedback. The strategic needs of the business, current or desired cultural norms, leadership mission and vision, capabilities required, and so forth. Because of this need for relevance to the business, fundamentally, the data must be shared, reviewed, and ultimately used for decision-making at the base level. The problem was that collecting and collating the feedback



demanding a paper-based effort including either complex manual calculations or lengthy delays. The first led to despair on the part of practitioners; the second to a gradual erosion of commitment by recipients.

However, due to the rise of the Internet and the ability to conduct evaluations online with surveys, multi-rater feedback use steadily increased in popularity. Outsourcing of human resources functions also has created a strong market for 360-degree feedback products from consultants. This has led to a proliferation of 360-degree feedback tools on the market. Without surplus, no organization can grow. In a traditional performance review, one supervisor assesses a subordinate and is no longer seen as an effective means of obtaining accurate feedback for employees.

Several theoretical and conceptual models are outlined in the literature which may be used to develop 360-degree feedback instruments. For conducting appraisals in organizations, the documentation included within-person decisions and between-person decisions. The tradition also shows to test the psychometric properties of questionnaires to assess the humanistic qualities of working with colleagues and relating to patients using multisource feedback. Logic statements were included to label every competency as a clear strength, unrecognized strength, recognized weakness, or a blind spot based on pre-determined scoring thresholds. Virtual Reality yields deeper, more immersive stories that bring viewers closer to events and breaks down barriers between the audience and the event. The whole process from the initial idea to the observation of a permanent improvement in performance can take up to a year, and if any one stage is neglected then the results can be disappointing. Usually fewer than 360-degree appraisal systems the feedback is collected from peers subordinates, customers, managers, and the team members of the employee.

The Johari Window is based on an interpersonal, relational model that is used to improve understanding, communication, and relationship between individuals. According to the Johari window, I found The Open Area, The Blind Area, The Hidden Area, and The Unknown Area which are key to team-building.

I will forward to developing a pilot study according to the research gap where The pilot survey also provides a message of what is expected and how it would be done to the overall organization. It would help refine and identify any hidden disadvantages of the technique and instruments.

If the 360 review process is entirely new to your organization, it's best to conduct a pilot project. Performing a 360-degree process pilot with a small group will allow you to determine the impact and effectiveness

A pilot program allows you to learn on the fly as you test out the design elements of your continuous performance management program. I recommend allowing plenty of time for participants to get used to the plan before changing up elements. When applying pilot testing, it's an excellent tool to master for your talent development tool belt.

The most important consideration to project duration for continuous performance management (CPM) pilot programs

is to include enough time for participants to learn, use and get comfortable with the new approach. As with any new program, it takes time for your customers to get the hang of things which then allows them to offer balanced feedback.

For CPM pilots I recommend one year with quarterly milestones to assess effectiveness and acceptance. Because we want performance management to be something employees talk with their leaders about frequently, it will take time to embed the practice into the day-to-day, set new expectations for the timing of discussions and build performance management muscles. I like quick progress too, but give it the time it needs to make an impact and learn what you need to learn about how it's working.

#### The pilot will assess:

1. The impact of conversations between managers and staff on working relationships, engagement, and work outcomes.
2. The effectiveness of new language such as "priorities" instead of "goals".
3. The usefulness of the tools and training provided in support of the piloted process.

In every organization employee wants to get with pay and promotion so, priorities are what you expect to accomplish and contribute during the current performance period, as well as the expected impact. They are key areas or projects that you expect to devote your time to completing or doing. Where "Direction" includes identifying priorities and innovative ideas,

"Connection" refers to ongoing conversations between managers and staff and "Reflection" is the year-end discussion and documentation, and looking forward to next the financial year.

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