

Employee Feedback **360**

Bringing Future
Leaders To

SPOTLIGHT



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Employee feedback surveys are tools used by organizations to gather insights and opinions from their employees regarding various aspects of their work environment, job satisfaction, company culture, and more.

These surveys are designed to give employees an opportunity to express their thoughts, concerns, and suggestions anonymously, providing valuable feedback to employers.

Employee Feedback – A Primer to 360



Frequency

Frequency of employee feedback surveys varies among organizations. Some conduct annual surveys, while others prefer more frequent surveys, such as quarterly or semi-annual ones. The timing depends on the organization's goals and resources, as well as the need for timely feedback on specific initiatives or changes.

In today's new world of business gauging employee sentiment on their engagement with the organization is the key. When employees find their work meaningful, inspiring and enjoyable, they're twice as likely to be engaged and stay at their organization. For timely feedback so as to make changes it is crucial to seek quarterly or bi-annual feedback through surveys.



Purpose

The primary purpose of an employee feedback survey is to gauge employee satisfaction, engagement, and overall experience within the organization. It helps employers understand the needs and concerns of their employees and identify areas for improvement.



Topics Covered

Feedback surveys can cover a wide range of topics, including work-life balance, compensation, career development opportunities, communication, leadership effectiveness, workplace relationships, training programs, and more. The survey questions are designed to obtain specific and actionable feedback.



Survey Methodology

Employee feedback surveys can be conducted through various methods. Traditional methods include paper-based surveys, but many organizations now use online survey platforms or dedicated employee feedback tools. Online surveys are typically more convenient, efficient, and cost-effective, allowing for easy data collection and analysis.



Anonymity

To encourage honest and candid feedback, employee feedback surveys often ensure anonymity. This gives employees the freedom to express their opinions without fear of retribution or bias. Anonymity fosters trust and improves the quality of the feedback received.



Data Analysis and Action

Once the survey is completed, organizations analyze the data to identify trends, patterns, and areas that require attention. This analysis helps identify strengths and weaknesses, allowing employers to take necessary actions to address any issues and improve employee satisfaction and engagement.



Follow-up and Communication

It is crucial for organizations to communicate the survey results and the actions they plan to take based on the feedback received. Transparent communication demonstrates that employee feedback is valued and reinforces the commitment to address concerns and improve the work environment.

By conducting regular employee feedback surveys, organizations can demonstrate their commitment to employee engagement, address potential issues, and make informed decisions to enhance the overall work experience.

Why Employee Feedback 360?

360-degree feedback, also known as multi-rater feedback, is a performance evaluation method that involves gathering feedback from various individuals who have direct or indirect interactions with an employee.

It provides a comprehensive view of an employee's performance, including feedback from supervisors, peers, subordinates, and even external stakeholders.



Multiple Perspectives: The feedback is collected from different sources, typically including supervisors, peers, subordinates, and sometimes even clients or customers. This approach offers a well-rounded assessment, capturing insights from various perspectives.

Comprehensive Assessment: The feedback focuses on multiple aspects of an employee's performance, such as technical skills, communication, teamwork, leadership, problem-solving, and more. It provides a broader and more holistic evaluation compared to traditional top-down evaluations.

Confidentiality and Anonymity: To encourage honest and constructive feedback, the process often ensures confidentiality and anonymity. This allows participants to share their opinions openly without fear of reprisal. Feedback is usually aggregated and reported in a way that prevents identification of individual respondents.

Self-Assessment: In addition to feedback from others, employees often have the opportunity to assess their own performance. Self-assessment helps individuals reflect on their strengths, areas for improvement, and align their self-perception with others' perspectives.

Development and Growth: The primary purpose of 360-degree feedback is to facilitate employee development and growth. The feedback received helps individuals identify their strengths and areas needing improvement. It serves as a basis for creating personalized development plans and enhancing performance in targeted areas.

Feedback Facilitation: Implementing 360-degree feedback requires clear communication and guidance to ensure participants understand the purpose and process. Training and support may be provided to help individuals provide feedback effectively, focusing on specific behaviors and providing constructive suggestions.

Feedback Integration: The feedback received through the 360-degree process should be integrated into performance discussions, goal setting, and development plans. Managers or HR professionals typically facilitate discussions with employees to help them understand the feedback, identify actionable steps, and establish goals for improvement.

360-degree feedback can be a powerful tool for personal and professional growth. It provides a comprehensive view of an employee's performance, promotes self-awareness, and facilitates targeted development efforts. However, it's important to note that implementing 360-degree feedback requires careful planning, effective communication, and a supportive organizational culture to ensure its success.

Employee 360-degree feedback and employee feedback surveys are distinct methods of gathering feedback from employees, and they differ in several key aspects. Here are the main differences:

While both methods involve gathering feedback from employees, the key difference lies in the purpose, focus, feedback providers, structure, and usage of the feedback.

Employee feedback surveys provide a broader perspective on employee satisfaction and general feedback, while 360-degree feedback provides a more in-depth evaluation of an employee's performance and skills from multiple sources.



How Employee 360 Feedback is different from Employee Feedback Survey?

Employee Survey

Employee 360 Feedback

Employee feedback surveys typically focus on assessing employee satisfaction, engagement, and gathering general feedback on various aspects of the work environment, company policies, and culture. The surveys often cover a wide range of topics and allow employees to express their opinions on multiple areas.

Purpose & Focus



360-degree feedback is primarily focused on evaluating an employee's performance, skills, and behaviors from multiple perspectives. It gathers feedback from supervisors, peers, subordinates, and sometimes external stakeholders. The emphasis is on providing a comprehensive assessment to help employees understand their strengths and areas for development.

In an employee feedback survey, the feedback is typically provided by the employees themselves. They share their opinions and experiences regarding their work environment, job satisfaction, and other relevant topics. The feedback is usually anonymous to encourage openness and honesty.

Feedback Providers



The feedback comes from multiple sources, including supervisors, peers, subordinates, and sometimes external stakeholders such as clients or customers. The feedback providers offer their observations and assessments of the employee's performance, behaviors, and skills. The feedback providers are typically identified but may also be anonymous in certain cases to ensure candid responses.

Employee feedback surveys typically involve standardized questionnaires or surveys that are administered to all employees. The surveys consist of multiple-choice questions, Likert scale ratings, and open-ended questions. The data collected is then analyzed for trends and patterns.

Structure & Format



360-degree feedback is a more personalized and tailored process. The feedback is often gathered through individual assessments, where feedback providers are asked to provide specific comments and ratings related to the employee's performance in various areas. The feedback is usually qualitative in nature, capturing observations, strengths, and areas for improvement.

Employee feedback surveys are commonly used to assess overall employee satisfaction, identify areas for improvement in the work environment, and gather feedback for organizational decision-making. The results of these surveys are often used to drive changes, measure progress, and enhance employee engagement.

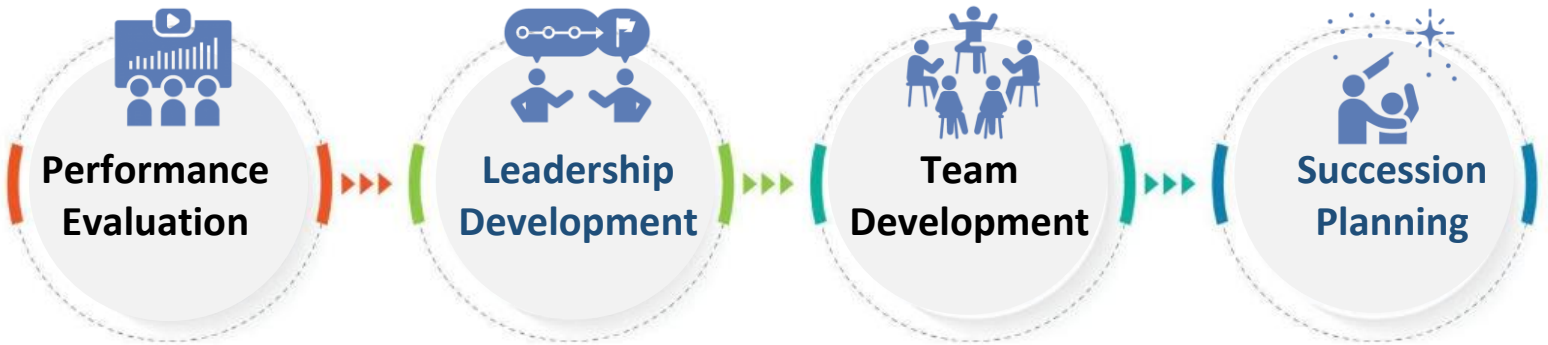
Usage & Context



360-degree feedback is primarily used for performance evaluation and development purposes. The feedback collected helps employees gain insights into their strengths and areas needing improvement. It serves as a basis for creating personalized development plans, setting performance goals, and providing targeted coaching and support.

When to use Employee 360 and Whom should be the target audience?

Employee 360-degree feedback is typically used in the context of performance evaluation, personal development, and fostering a culture of continuous improvement. Here are some instances when using Employee 360-degree feedback can be beneficial:



Employee 360-degree feedback can provide a more comprehensive and well-rounded assessment of an employee's performance. It offers insights from different perspectives, including supervisors, peers, subordinates, and other stakeholders. It can be valuable for identifying strengths, areas for improvement, and aligning performance expectations across the organization.

360-degree feedback is commonly used for leadership development programs. It helps leaders gain a deeper understanding of their effectiveness in areas such as communication, decision-making, team management, and leadership style. The feedback enables leaders to identify blind spots, enhance self-awareness, and develop targeted skills to improve their leadership capabilities.

Implementing 360-degree feedback within a team can foster better teamwork and collaboration. By receiving feedback from team members, individuals can understand how their actions and behaviors impact others. This feedback can help improve communication, trust, and teamwork within the team, ultimately enhancing team performance.

Employee 360-degree feedback can be used in the process of identifying and developing future leaders within the organization. By assessing the performance and potential of high-potential employees through multiple perspectives, organizations can make informed decisions about talent development and succession planning.



The target audience for employee 360-degree feedback typically includes Managers and Supervisors, High-Potential Employees and Team Members



Managers and Supervisors: Supervisors and managers can benefit from 360-degree feedback to gain insights into their leadership effectiveness, identify areas for improvement, and align their performance with organizational goals.

High-Potential Employees: Organizations often use 360-degree feedback to assess the performance and potential of high-potential employees for leadership development programs or succession planning.

Team Members: Implementing 360-degree feedback within teams allows team members to provide feedback to each other, promoting open communication, trust, and collaboration.

Analytical techniques used in Employee 360 Feedback Surveys

Employee 360-degree feedback surveys can utilize various analytical techniques to gain insights from the collected data. Here are some commonly used analytical techniques:

Descriptive Statistics

Descriptive statistics provide a summary of the survey data, such as means, averages, frequencies, and percentages. This technique helps in understanding the overall distribution of responses and identifying patterns or trends in the feedback.

Comparative Analysis

It involves comparing the feedback received from different groups of respondents or across different time periods. This technique helps identify differences or similarities in perceptions between supervisors, peers, subordinates, or different departments. It can also be used to compare feedback from previous survey cycles to assess changes over time.

Factor Analysis

Factor analysis is a statistical technique used to identify underlying factors or dimensions within a set of survey questions. It helps in understanding the relationships between different survey items and grouping them into meaningful factors. Factor analysis can provide insights into distinct aspects of employee performance or organizational culture.

Gap Analysis

Gap analysis compares an employee's self-assessment with the feedback received from others. By identifying gaps or discrepancies between self-perception and external perceptions, this technique highlights areas where there may be differing viewpoints or blind spots. Gap analysis can be useful in identifying areas for individual development.



Text Mining / NLP

Text mining or natural language processing techniques can be applied to analyze the qualitative comments or open-ended responses in the survey. These techniques involve extracting insights, themes, and sentiments from text data. Text mining can help uncover valuable qualitative feedback, identify common themes or concerns, and gain deeper insights into specific areas of interest.

Benchmarking

It involves comparing an employee's feedback against predefined benchmarks. These norms can be derived from industry standards, organizational targets, or previous survey data. This analysis provides context for evaluating an employee's performance & understanding how they measure against established standards.

Correlation Analysis

Correlation analysis examines the relationships between different survey items or variables. It helps identify associations between specific factors, behaviors, or competencies. Correlation analysis can reveal connections between different aspects of employee performance and shed light on factors that contribute to overall effectiveness.

Trend Analysis

Trend analysis involves analyzing survey data from multiple iterations over time. It helps identify trends, changes, or improvements in employee feedback. By comparing data from different survey cycles, organizations can assess the effectiveness of development efforts and track progress over time.

The selection of analytical techniques will depend on the objectives of the survey, the nature of the data, and the available resources and expertise within the organization.

Employing a combination of these techniques can provide a comprehensive understanding of the feedback and support evidence-based decision-making for employee development and organizational improvement.



Self-awareness: 360-degree feedback offers individuals a broader and more comprehensive view of their performance, behaviors, and skills. It helps individuals gain a better understanding of their strengths, areas for improvement, and blind spots they might not have been aware of. This increased self-awareness is a crucial foundation for personal and professional development.

Performance Evaluation: 360-degree feedback allows individuals to receive feedback from multiple sources, including supervisors, peers, and subordinates. This comprehensive feedback helps individuals assess their performance more accurately, identify patterns or discrepancies in perceptions, and align their self-perception with others' observations.

Identification of Strengths: Feedback obtained through 360-degree assessments highlights an individual's strengths and areas where they excel. Recognizing these strengths can help individuals leverage them effectively, contribute to their team's success, and focus on tasks or roles where they can make the most impact.

Areas for Improvement: 360-degree feedback also identifies areas where individuals may need improvement. The feedback helps individuals pinpoint specific behaviors, skills, or competencies that require attention. This awareness allows individuals to develop targeted action plans for growth and development.

Skill Gaps: By analyzing the feedback from various sources, individuals can identify gaps in their skills or competencies. These insights guide individuals towards seeking training, education, or mentorship opportunities to bridge those gaps and enhance their professional capabilities.

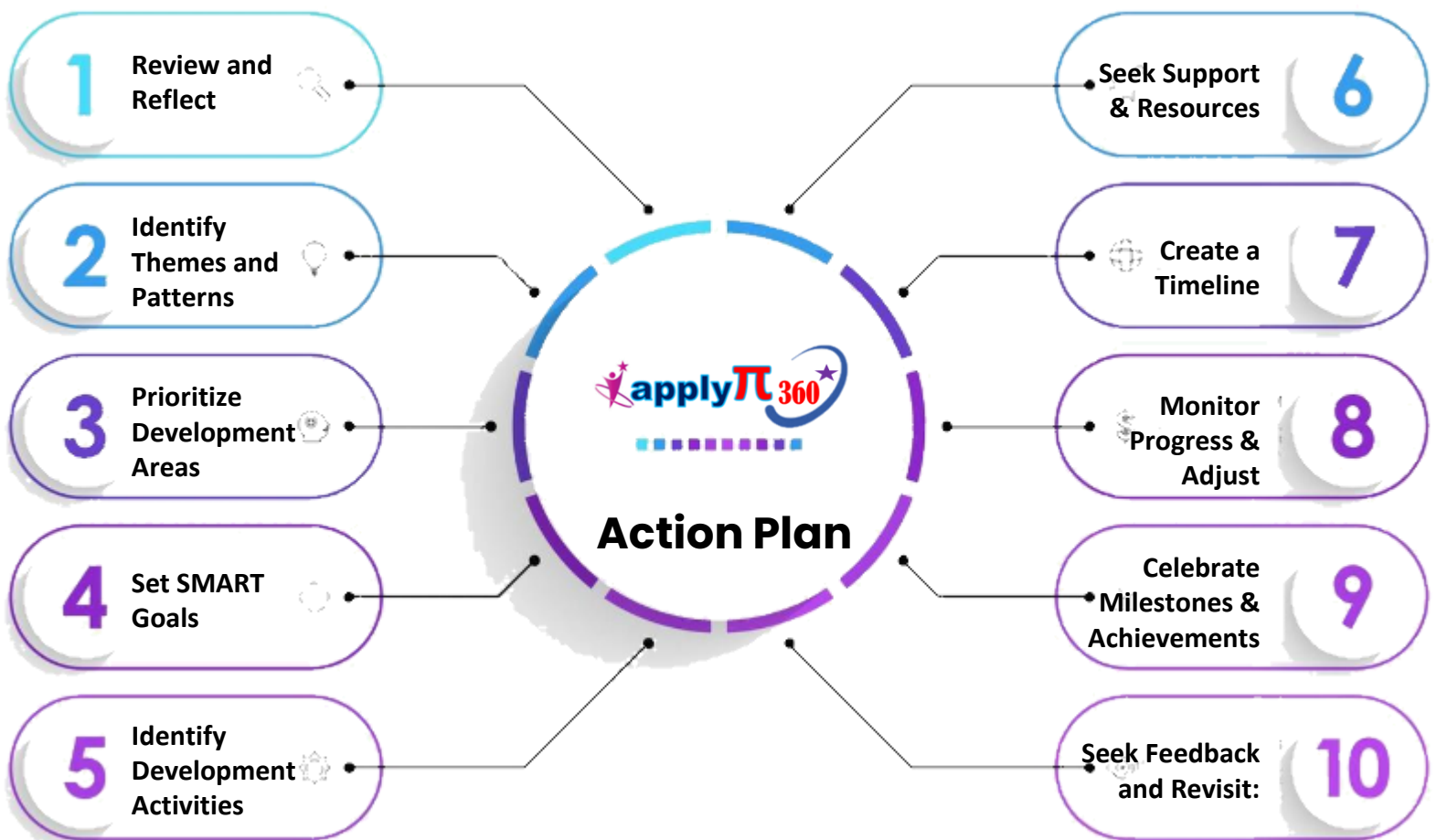
Leadership Effectiveness: For individuals in leadership roles, 360-degree feedback provides insights into their leadership effectiveness. It reveals how their leadership behaviors and style impact others, helps them understand how they are perceived by their team members, and identifies areas where they can enhance their leadership skills.

Development Opportunities: The insights gained from 360-degree feedback form the basis for creating personalized development plans. Individuals can identify specific actions, training programs, coaching, or mentorship opportunities to support their growth and enhance their performance in targeted areas.

Action plan from Employee 360 Feedback



Preparing an action plan from employee 360-degree feedback involves translating the insights gained into tangible steps for personal and professional development. Here's a step-by-step guide on how to prepare an action plan:



Review and Reflect: Start by thoroughly reviewing the feedback received from the 360-degree assessment. Take time to reflect on the feedback, keeping an open mind and focusing on understanding the observations, strengths, and areas for improvement identified by the feedback providers.

Identify Themes and Patterns: Look for common themes or patterns in the feedback. Group similar feedback points together to identify overarching areas that require attention or development. For example, you may notice recurring feedback about communication skills or leadership effectiveness.

Prioritize Development Areas: Once you have identified the key themes, prioritize the areas for development based on their significance and relevance to your role, goals, and organizational expectations. Consider the potential impact of improving these areas on your overall performance and professional growth.

Set SMART Goals: SMART goals are specific, measurable, achievable, relevant, and time-bound. For each prioritized development area, set SMART goals that clearly define what you aim to achieve. For example, if the feedback highlights a need to improve communication skills, a SMART goal could be: "Improve active listening skills by attending a communication skills workshop within the next three months."

Identify Development Activities: Determine the specific activities or actions you will undertake to work towards your SMART goals. These may include attending training programs, seeking mentorship or coaching, practicing specific skills, or taking on new assignments or projects that provide opportunities for growth.

Seek Support and Resources: Identify the support and resources you may need to achieve your development goals. This could involve discussing your action plan with your supervisor or mentor, seeking their guidance and feedback, accessing relevant learning resources or materials, or collaborating with colleagues who can provide support or act as accountability partners.

Create a Timeline: Establish a timeline for your action plan. Break down your development activities into smaller milestones and set deadlines for each. This will help you stay on track and maintain motivation as you progress towards your goals.

Monitor Progress and Adjust: Regularly monitor your progress towards your development goals. Assess your achievements, challenges encountered, and areas where adjustments may be needed. Be open to refining your action plan based on new insights, feedback, or changing circumstances.

Celebrate Milestones and Achievements: Acknowledge and celebrate your progress and achievements along the way. Recognize the effort and growth you have made, which will help maintain motivation and build confidence.

Seek Feedback and Revisit: As you make progress, periodically seek feedback from colleagues, supervisors, or mentors to gauge your development and ensure you are on the right track. Revisit your action plan regularly to assess its effectiveness and make any necessary adjustments

An action plan derived from 360-degree feedback should be personalized, realistic, and aligned with your goals and aspirations. It should serve as a roadmap for your continuous development and improvement based on the valuable insights gained from the feedback process.

Precautions while conducting Employee 360 Feedback

When conducting employee 360-degree feedback, it's important to take certain precautions to ensure the process is fair, confidential, and beneficial for all participants. Here are some precautions to consider:

The HR team need to clearly communicate the purpose, process, and expectations of the 360-degree feedback to all participants. They should ensure they understand the confidential and anonymous nature of the feedback and how it will be used for development purposes.



They should guarantee the anonymity of feedback providers to encourage honest and candid responses. This fosters a safe environment for feedback without fear of retribution or bias.

It would be appropriate to carefully select the individuals who will provide feedback, ensuring they have sufficient knowledge and experience to evaluate the employee's performance objectively. Consider including supervisors, peers, subordinates, and other relevant stakeholders.

The HR team need to plan for provide training and guidelines to all participants involved in the feedback process. This helps them understand how to provide constructive feedback, focus on observable behaviors, and avoid personal biases.

Ensure that the feedback data is treated with utmost confidentiality and is stored securely. Use appropriate measures to protect the privacy and confidentiality of the participants and the data collected.

Emphasize the importance of providing constructive and objective feedback. Encourage feedback providers to focus on specific behaviors, examples, and actionable suggestions for improvement.

Stress the importance of maintaining a professional and respectful tone in the feedback. Discourage personal attacks or derogatory language that may hinder the effectiveness of the feedback process.

Establish a process for delivering the feedback to the employees in a timely manner. Ensure that the feedback is presented in a constructive and supportive manner, focusing on development rather than criticism.

Encourage employees to create actionable development plans based on the feedback received. Provide support and resources to help employees translate the feedback into meaningful actions for growth and improvement.

Establish mechanisms for follow-up and support after the feedback process. Offer opportunities for employees to seek clarification, ask questions, or discuss their development plans with supervisors, mentors, or HR professionals.

Regularly evaluate the effectiveness of the 360-degree feedback process and make necessary adjustments based on feedback and lessons learned. Continuously strive to improve the process and maximize its benefits for individuals and the organization.



Precautions

- Clear Communication
- Anonymous Feedback
- Selecting Appropriate Raters
- Training and Guidelines
- Confidentiality and Data Security
- Feedback Quality and Objectivity
- Avoiding Personal Attacks
- Timely and Constructive Feedback Delivery
- Actionable Development Plans
- Follow-up and Support
- Continuous Improvement





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applypi.survey@iqturf.com



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Pushkar Srivastava has more than 25 years of experience in the field of Human Resources and alumni from Symbiosis Institute of Business Management. His expertise is with strategic human resource management, recruitment and selection, compensation and benefits design, training, performance management, and employee relations. He held Senior Management position with the Group Company of TATA Capital Limited for a BPO/KPO venture and prior to that helped Employee Delight with Cummins India Limited, Mercedes-Benz India, Crompton Greaves Ltd, and Bharat Petroleum Corporation Limited

Maheswaran Mahalingam is an accomplished senior executive, with 25+ years of work experience in Advisory and Analytical Practices in multiple domains, catering to competency building and offering HR Analytics & Consultancy. As part of Citibank eServe, led its Global Scoring Practice with TCS eServe. Later worked as Global Head – Analytics for Sutherland besides leadership role with leading Consultancies such as Frost & Sullivan and Deloitte. With Deloitte he headed HR Research & Analytics Practice for its India Outsourcing Unit covering U.S. and was part of Great Place to Work Surveys.

The Authors cautiously used Generative Pre-trained Transformer – Open Ai in validating and enriching the contents in this white paper

✉ applypi.survey@iqturf.com

🌐 www.applypi.com

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