

**Impact of 360 Degree Feedback:
A follow-up Study of four Organizations**

**T. V. Rao
Nandini Chawla**

**W.P. No.2008-06-02
June 2008**

The main objective of the working paper series of the IIMA is to help faculty members, research staff and doctoral students to speedily share their research findings with professional colleagues and test their research findings at the pre-publication stage. IIMA is committed to maintain academic freedom. The opinion(s), view(s) and conclusion(s) expressed in the working paper are those of the authors and not that of IIMA.



**INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD-380 015
INDIA**

IMPACT OF 360 DEGREE FEEDBACK: A FOLLOW-UP STUDY OF FOUR ORGANIZATIONS¹

T. V. Rao
Nandini Chawla

EXECUTIVE SUMMARY

A large number of organizations have been using 360 degree feedback in India as leadership development intervention. This paper is based on the feedback of 43 participants from four companies where the 360 Degree Feedback program was initiated. The study was done using a questionnaire method. The results indicated that there has been an overall positive impact reported of 360 Degree intervention on ones professional life after 360DF. More than 60% of the participants report that they visited 360DF data every quarter. 24 participants reported that about 50% of their action plans prepared at the end of the 360 intervention were implemented. At least 30% of the action plans were achieved by 6 of the participants and 2 participants reported achievement of all their action plans. The participants also reported that the RSDQ model based 360DF tool provided detailed insight covering various parameters of one's role. The participants also recommend that with more periodic follow up and review sessions (every quarter) anchored by internal HR and more focus and seriousness among the participants to work on the action plans will result in using 360 DF for change and growth

¹ The data reported here were gathered by the authors as a part of the 360 degree feedback based Leadership Development programs of TVRLS at Bangalore. The assistance given by Ms. Tejal Rathore is acknowledged.

Introduction

360 Degree feedback (360 DF) has emerged as one of the most used interventions of recent years for leadership development (see for the number of organizations conducting 360 Degree feedback based interventions Rao, Vijayalakshmi and Rao, 2000; Rao, Mahapatra, Rao and Chawla, 2002; Rao and Chawla, 2005; Vohra and Singh, 2005 etc.). 360-degree feedback has been linked to several positive outcomes like improved performance, better interpersonal communication, smoother work relationships, etc. (Rai and Singh, 2005). In a recent study of the mediating effects of 360 Degree feedback Himanshu Rai and Manjari Singh (2005) empirically examined the mediating effects in the relationship between 360-degree feedback and employee performance with a sample of executives (N=198) working in four organisations in Western India. The results showed that interpersonal communication and quality of working life had a complete mediating effect. Leader member exchange quality and perceived organisational support were found to have a partial but significant mediating effect.

Studies in general on the use of 360 Degree feedback are limited. Raju Rao (see in Rao, Vijayalakshmi and Rao, 2000) reports a follow up study of 32 candidates who underwent 360 degree feedback a few months after the feedback. The survey using interviews largely as a method revealed that the participants were still implementing their action plans, some of them shared with their juniors and seniors their data and are busy validating the same. In another study reported by the same author where a questionnaire was survey was used to follow up (number of candidates not mentioned) a number of changes were reported by the respondents including articulating vision, enhancing internal customer orientation, change in leadership styles etc. However this study did not offer any conclusive evidence of changes.

In another study reported by Rao and Annapurna (2005) 18 participants were assessed on the same tool one year after the first assessment. The comparison of the two assessments indicated a number of changes as assessed by the participants. For example:

Eight of the 18 participations (45%) showed improvements in all areas of the RSDQ MODEL BASED questionnaire. Vision, customer focus, encouragement of juniors,

communication, motivation and increased activity level and marketing activities etc. are some of the frequently observed changes as reported by their juniors, colleagues and bosses after the 360 DF. The changes observed were both positive and negative though they were more in the direction of positive changes. Leadership style changes were also observed though in a few respondents.

The present study was undertaken as an in-depth study of various activities undertaken by the respondents after an initial exposure to the 360 DF. The survey was conducted as a part of the follow up workshop of the respondents who had undergone the 360 Degree feedback.

They were sent a questionnaire and the analysis is based on the responses received.

Methodology

RSDQ Model of 360-Degree Feedback

Based on the work done at IIM in mid eighties and subsequent work in 360 Degree feedback RSDQ a research based consulting firm with which the authors have been associated developed a model for Top and Senior Management in terms of managerial and leadership competencies needed, which is termed as the RSDQ model (Roles, Styles, Delegation and Qualities). This model of leadership and managerial effectiveness views effective management and leadership as a combination of four sets of variables. These are: Roles performed the style of leadership, delegation and qualities.

Roles: There are a number of roles, which have to be played by every manager in order to be effective as managers. These are both transformation roles (leadership roles) and transactional roles (managerial). Some of these are: Vision and values, strategic orientation, Inspiring, developing and empowering employees, Customer focus, internal customer orientation, community orientation, communication, Innovation and learning, Result orientation, Technology and systems management, Leadership, team work and boss, Decision making and delegation etc. Each of these roles had both transactional and transformational activities. For example, “articulating vision and values for the

organization” is a transformational activity; “monitoring to ensure that the values are followed” is transactional activity.

Styles: It is not only the roles or activities that determine the effectiveness but also the way in which they are played. The model envisages that managers could be insensitive to the style with which they carry out these activities. Rao (1986) has classified the leadership styles, on the basis of the earlier research at the Indian Institute of Management, into the following:

(i) *Benevolent or Paternalistic leadership style* in which the top level manager plays the role of a parent. (S)he believes that all employees should be constantly guided treated with affection like parents would treat their children, is relationship oriented, assigns tasks on the basis of her/his own likes and dislikes, constantly guides them and protects them, understands their needs, salvages the situations of crisis by active involvement of herself/himself, distributes rewards to those who are loyal and obedient, shares information with those who are close to her/him, etc.

(ii) *Critical leadership style* is characterized as closer to Theory X belief pattern where the manager believes that employees should be closely and constantly supervised, directed and reminded of their duties and responsibilities, is short term goal oriented, cannot tolerate mistakes or conflicts among employees, personal power dominated, keeps all information to himself, works strictly according to norms and rules and regulations and is highly discipline oriented.

(iii) *Developmental leadership style* is characterized as an empowering style. The top manager believes in developing the competencies of her/his staff, treats them as mature adults, leaves them on their own most of the times, is long term goal oriented, shares information with all to build their competencies, facilitates the resolution of conflicts and mistakes by the employees themselves with minimal involvement from her/his side.

Developmental style by nature seems to be the most desired organization building style. However some individuals and some situations require at times benevolent and critical styles. Some managers are not aware of the predominant style they tend to use and the effects their style is producing on their employees.

Delegation: Most senior managers seem to have difficulties delegating, especially those effective managers who get promotions fast in their career. In view of these experiences,

delegation has been isolated as an important variable of leadership. Delegation releases time to perform higher-level tasks thereby enhancing their leadership qualities and managerial effectiveness.

Qualities: The model envisages that managers should exhibit qualities of leaders and world-class managers (e.g. proaction, listening, communication, positive approach, participative nature, quality orientation etc.). Such qualities not only affect effectiveness with which top-level managers perform various roles but also have an impact on the leadership style and hence are very critical.

The 360 Degree feedback based on this model is being extensively used by Indian corporate sector. In four of the organizations the 360 Degree feedback using the RSDQ model was provided. The feedback was collected anonymously and was given to each of the participants from the four organizations. The feedback was given in a workshop followed by individual coaching by the authors of this paper. The feedback session ended with action plan prepared by the participants for leveraging their strengths as well as working on other priority area emerging from the feedback. Under normal circumstances it is assumed that the individual participant will work on the feedback and demonstrate changes. Whether the participant has shown behaviour changes or not can be ascertained by contacting the same assessors after a few months to a year and get them assessed. However a limitation in 360 methodologies is to get anonymous assessments. As a result, while the same assessor can be contacted the assessment can be compared at the aggregate levels only (see the study by Rao and Annapurna, 2005) using this methodology. However some times all changes may be observable by observers. For example changes in emotional stability may be more noticeable by the individual than always by the outside observers. While the external observable changes are critical for any leadership development conclusions to be drawn self-reported changes cannot be underplayed. This is for the following reasons:

1. After the 360 degree feedback those who assessed the candidate may develop higher expectations from the candidate and may use higher standards of judgement. It is quite common for assessors to say he has not changed even after the 360 DF while the candidates may report that they have changed substantially.

2. The number of variables on which the assessor assessed an individual may be of varying degree of significance to the assessors and hence he may not be sensitive to observe minor changes or incremental changes exhibited by the recipient of the 360 DF.
3. A number of efforts may be made by the recipient and he may not keep announcing all the efforts he has made or is making and hence the impact may not be fully captured by external assessors.
4. The process changes and attempts made are best known to the individual.

In the light of these arguments the self assessment of change after 360 degree feedback interventions maybe considered of value for understanding and studying the change process.

This report concentrates on studying the impact of 360 Degree Feedback on leadership development in terms of self reported changes and attempts. It aims at understanding and comparing the likely changes participants have observed after having gone through 360Degree Feedback process. The questionnaire (see Appendix at the end) dealt with three major dimensions i.e. individual impact, organizational impact and RSDQ model based methodology.

The survey is based on 43 candidates who underwent the 360 Degree feedback Intervention from four organizations. All the members are members of the top management team and were heading various functions. The questionnaire was sent to them to assess the impact of the 360 degree feedback interventions one year after the intervention was made.

The impact report is presented in four sections: Individual impact, Organizational Impact Reactions to methodology, recommendations for making the intervention more effective and conclusions

Under Individual concerns the questions focussed on the following areas:

- ▶ The extent to which one thinks 'Leadership development' can be achieved through 360DF
- ▶ The number of times one visited ones 360 Degree Feedback data
- ▶ Impact of 360 Degree Feedback on professional and personal life

- ▶ How successful has one been in implementing the action plan
- ▶ Top three areas where the individual has seen a change
- ▶ Top three areas where the individual has not seen an improvement
- ▶ The hurdles that one faced in implementing 360 Degree Feedback action plan

Under organisational concerns the questions focussed on the following areas:

- ▶ Positive and Negative changes at Organisational level after 360 Degree Feedback implementation
- ▶ Some examples of people where significant changes have been observed after 360DF

Under RSDQ methodology category the questions focussed on the following areas:

- ▶ Positive points about RSDQ methodology of 360 Degree Feedback
- ▶ Areas of improvement for RSDQ 360 Degree Feedback methodology

The last question dealt with suggestions for making 360DF a continuous improvement process.

This questionnaire was answered by 43 participants who attended the 360 degree feedback workshop. This report compiles the data of four companies and gives you an analysis on each area and suggests the steps that can be taken to make 360 Degree Feedback more effective.

Impact at Individual level

1. TO WHAT EXTENT INDIVIDUALS THINK ‘LEADERSHIP DEVELOPMENT’ HAS BEEN ACHIEVED THROUGH 360-DEGREE FEEDBACK? (N=43)

The data collected gave the following results:

- ▶ 3 felt that 360 Degree Feedback had fully achieved its aim of leadership development

- ▶ 20 individuals felt that 75% of leadership development was achieved through 360 Degree Feedback
- ▶ 14 individuals felt that leadership development was achieved to an extent of 50% through 360 Degree Feedback
- ▶ 2 individuals felt that leadership development was achieved to a limited extent i.e. less than 50%
- ▶ 1 individual felt that leadership development was achieved to an extent of 25% through 360 Degree Feedback
- ▶ 3 felt that no development was achieved

2. HOW OFTEN HAVE YOU VISITED YOUR 360 FEEDBACK DATA AFTER THE FEEDBACK WORKSHOP?

Review of 360DF Data	No: of individuals
Never visited	2
Once in every month	5
Once every quarter	18
Once in every 6 months	15
Once in a year	3

3. WHAT HAS BEEN THE OVERALL IMPACT OF 360 DEGREE FEEDBACK?

This question was further divided into two parts where the impact of 360 Degree Feedback was seen not only at a professional level but also at a personal level. The analysis of this question gave the following results:

A. Professional life:

- 39 out of 43 participants felt that there was certainly an improvement in a positive way after having undergone the 360 Degree Feedback process.

B. Personal life:

Unlike professional life there were mixed reactions to the impact of 360 degree feedback at a personal level.

- 30 individuals felt that 360degree feedback had made a positive impact in their personal life.
- 13 individuals felt that there was no visible change in their personal life as an impact of 360 degree feedback

4. HOW SUCCESSFUL HAVE YOU BEEN IN IMPLEMENTING THE ACTION PLANS YOU SET FOR YOUR SELF AT THE END OF THE WORKSHOP?

- ▶ (3) 7% of the participants accomplished 100% of the action plans
- ▶ (21) 49% of the participants accomplished almost 50% of the action plans
- ▶ (16) 37% of the participants accomplished some what less than 50% of the action plans
- ▶ (2) 5% of the participants accomplished almost 25% of the action plans
- ▶ (1) 2% of the individuals felt that there has been no implementation of action.

5. TOP THREE CHANGES THAT YOU HAVE OBSERVED IN YOURSELF AFTER THE 360-DEGREE FEEDBACK?

The common areas where participants observed a change after 360 degree feedback are:

- ▶ A little more interactive
- ▶ Able to control my anger in difficult situation
- ▶ Appreciating and acknowledging other's contribution
- ▶ Articulate the vision/culture of department with colleagues
- ▶ Avoid sarcasm
- ▶ Become a better listener, less reactive
- ▶ Better communication
- ▶ Better dealings with colleagues and improved impact on others
- ▶ Better Temper management
- ▶ Better understanding of fellow colleagues
- ▶ Broader vision
- ▶ Communication with Boss/ management has improved
- ▶ Communication with Team
- ▶ Composed behaviour
- ▶ Confidence and courage to capture new opportunities
- ▶ Conscious efforts to develop team members with ongoing feedback and support
- ▶ Conscious efforts to enhance networking skill
- ▶ Conscious of my own behaviour
- ▶ Considerable improvement in communication
- ▶ Critical behaviour has improved to a large extent
- ▶ Customer complaints are being attended even if they are proved false later.
- ▶ Dealing with external customer
- ▶ Delegation
- ▶ Developed a habit of taking frequent feedback from people informally
- ▶ Empowerment and Delegation has improved to some extent
- ▶ Empowerment to subordinates for decision making
- ▶ Enhanced listening ability and focus on developing people
- ▶ Focus approach to every aspect
- ▶ Focus on Self Development
- ▶ Greater delegation of authority and freedom for decision making
- ▶ Group Cohesion
- ▶ Have become more receptive to areas of improvement

- ▶ Have changed leadership style by being more diplomatic in approach
- ▶ Have started challenging my peer group more
- ▶ Honesty as a policy in all areas of work.
- ▶ I am more supportive now than being a task master
- ▶ I have become quite sensitive when I talk to my subordinates
- ▶ I have transformed to be more empowering to my reportees
- ▶ I understood the feelings of people associated with me
- ▶ I'm able to delegate more effectively
- ▶ Improved in maintaining cool and composed nature
- ▶ Improved interaction at all levels: Leadership in cross-functional initiatives: proactive grievance handling and better understanding of customer issues.
- ▶ Improved relationship with peers
- ▶ Improvement in cost consciousness
- ▶ Improvement in dealing with people especially subordinate & giving them enough autonomy
- ▶ Improvement in listening to others & patience
- ▶ Improvement in self confidence levels
- ▶ Influencing /Promoting rationale decision making in the senior management team
- ▶ It facilitated me to understand and correct my weaknesses
- ▶ Knowledge sharing
- ▶ Learnt to relax ones own attitude towards 'achievement orientation', to accept that some things will not be done and will be left undone in spite of oneself.
- ▶ Leveraging of my own strengths
- ▶ More empathy & listening
- ▶ More focussed development of repotees
- ▶ More involved in company's goals
- ▶ More on value thinking /Cohesion
- ▶ More time and effort for coaching juniors
- ▶ More time with Team Members (Get togethers etc.)
- ▶ Motivate and challenge more
- ▶ Much better level of anger management
- ▶ Not to prejudge others
- ▶ Participative approach
- ▶ Positive Nature

- ▶ Prioritising work to an extent
- ▶ Receptivity to Feedback
- ▶ Result oriented approach
- ▶ Significant improvement in listening and patience
- ▶ Started guiding and supporting the people more and making them understand so that they do not commit the same mistakes in the future
- ▶ Started listening to individuals (though one knows that they have to go a long way in reaching ones expectations)
- ▶ Strategic thinking
- ▶ Systematic approach to problem solving
- ▶ Systematic objective setting for my team and department
- ▶ Systems savvy
- ▶ There is a sense of direction in the plans and strategies
- ▶ Thinking out of box
- ▶ Transparency
- ▶ Try to develop people and create a comfortable environment to perform
- ▶ Work and time efficiency improved.
- ▶ Worked towards improvement of my health

6. **WHAT ARE THE THREE AREAS WHERE YOU HAVE NOT BEEN ABLE TO IMPROVE UPON AND SEE THE CHANGES THAT YOU EXPECTED OR DESIRED?**

The common areas where participants have not been able to observe change after 360 degree feedback are:

- ▶ Accountability
- ▶ Adhering to deadlines
- ▶ Art of Influencing skills
- ▶ Art of public speaking
- ▶ At times, tend to force / emphasis my point of view
- ▶ Being diplomatic

- ▶ Better Delegation
- ▶ Better time management
- ▶ Better understanding of business and ground realities through field visits
- ▶ Cannot compromise on things which I could not influence
- ▶ Complacency – New learning are limited
- ▶ Conflict management: cannot accept failures as well as judging others by my own benchmark
- ▶ Conflict management: desire to achieve more effectiveness
- ▶ Controlling my temper (specially when things don't happen as per my plan)
- ▶ Could not take the initiative to all levels of the organization
- ▶ Creating development opportunities
- ▶ Encourage team members to take more independent decisions
- ▶ Enhance networking with peers/colleagues
- ▶ Ensuring a peaceful, composed & appealing body language while discussing issues with others and even during conflicts. This is true especially when someone is criticizing/commenting on issues pertaining to ones own area of responsibility.
- ▶ Focus more upon developing on the leadership style
- ▶ Generally trusts everyone- still do
- ▶ Giving focused direction
- ▶ Giving up more commitments
- ▶ Grade change
- ▶ Highlighting the good work
- ▶ Impact / convince the boss to the desired level.
- ▶ Improve team building
- ▶ Improved communication
- ▶ Improvement in presentation skills
- ▶ Improvement on IT/Computer skills
- ▶ Improving Technical Knowledge for self
- ▶ Impulsiveness
- ▶ Inadequacy of power to take decisions
- ▶ Irritable nature
- ▶ Liaison with top management and better communication
- ▶ Monitoring development of desired organizational culture
- ▶ More openness and frank discussion from junior colleagues

- ▶ Motivating subordinates to achieve the best under uncertain conditions
- ▶ Motivation levels of others
- ▶ Need to deal with subordinates more politely when not required to be stern
- ▶ Need to improve more in persuading individuals (outside my department) in helping them understand the realities under which we are operating and to get them to focus on what is required for the company rather than focussing on what is told by higher-ups.
- ▶ Not able to motivate all my reports to implement the agreed development plan
- ▶ Not able to take regular feedback to my team
- ▶ Not been able to solve people's issues upto the desired level
- ▶ Not getting the support of immediate bosses
- ▶ Position
- ▶ Positive influencing for effective deployment of strategic systems under change management
- ▶ Promoting practice of organizational values
- ▶ Providing feedback and listening to problems
- ▶ Rapport with immediate senior
- ▶ Relationship with subordinates and peers where hierarchical differentiation is absent
- ▶ Relationships
- ▶ Rigid actions at times
- ▶ Seeking proactive corporation from peer's upto my satisfaction
- ▶ Spending time with team members
- ▶ Team work & team development
- ▶ The actions set out were not achieved to satisfactory level as this requires regularity (which is missing due to lack of introspection)
- ▶ Thoughts faster than speech
- ▶ To bring about a higher level of ownership and commitment
- ▶ To further enhance delegation
- ▶ To further improve on critical behaviour
- ▶ To further work on being calm and cool
- ▶ To obtain computer knowledge
- ▶ Too protective in dealing with subordinates
- ▶ Unfortunately, as time elapses after the workshop, we tend to get back to our normal mode.
- ▶ Using PMS more effectively than expected

- ▶ Work life balance – time management (to nurture good things in me)

7. WHAT ARE THE BIGGEST HURDLES YOU FACED IN IMPLEMENTING YOUR 360-DEGREE FEEDBACK ACTION PLAN?

The three main hurdles in implementing the action plan perceived are given as below:

- ▶ Absence of delegation of responsibilities with accountability at organizational level.
- ▶ Attitude of people in key positions
- ▶ Change of mindset
- ▶ Clutter in mind about too many issues
- ▶ Colleagues and peers opinion of me- communication issue
- ▶ Colleagues/peers, subordinates do not come out in open about what has been written as feedback. Most of them do not accept that it has been written so in the feedback form.
- ▶ Compartmentalization which gives rise to politics and plotting one against other.
- ▶ Conscious efforts in implementing action plan needs to be religiously made which more often than not does not happen
- ▶ Continued mounting work pressures and no immediate supporting resource made available in the office.
- ▶ Day-to-day administrative work load and crisis management
- ▶ Difficulty in transition from benevolent to development category
- ▶ Dominant individual styles affecting the business processes
- ▶ Empowering people
- ▶ Even though individual development plans were set up, implementation and follow up has not been up to the mark
- ▶ Getting caught up in the daily grind of work. Unable to effectively implement the plan
- ▶ Have implemented the action plans wherever it is possible. The change has to be initiated in some levels where my role becomes difficult
- ▶ Implementation at superiors level was difficult
- ▶ Individual apathy to OD initiative and the attitude that ‘its just a fad’ will just pass off is the attitude with some colleagues

- ▶ It is a total shift of approach of the current assessment system, so it is slightly difficult to implement in totality and achieve significant result in short time. However, it is not difficult to implement if the mind set is changed
- ▶ Lack of commitment from self
- ▶ Lack of commitment to organizational vision and mission: Myopic vision of the functions on the operational issues rather than the organizational perspective of growth
- ▶ Lack of commitment to review business processes and functional performance
- ▶ Lack of consistency
- ▶ Lack of decision making at top level: policy support
- ▶ Lack of freedom to operate
- ▶ Lack of open and transparent operational support: cross functional
- ▶ Lack of transparency in decision making
- ▶ My role
- ▶ Not succeeded in involving all the colleagues (majority is involved)
- ▶ Nothing specific
- ▶ Openness with peers – did not find Senior persons were open and frank sometimes
- ▶ Operational environment
- ▶ Organization values- Wide gaps in practice
- ▶ Past perception
- ▶ Policies, procedures and systems are framed and documented but hardly followed in practice
- ▶ Process ownership and accountability does not exist in many areas
- ▶ Resistance to change: Natural barrier
- ▶ Self awareness
- ▶ Self discipline
- ▶ Self Motivation
- ▶ The biggest hurdle was the organization's lack of interest in keeping the feed back plan as a discussion document.
- ▶ The culture and the leadership are the key hurdles. Leadership is not encouraged and often people act out of their own insecurities. Often leadership does not practices what is preached. The culture promotes flattery not competency. Hence 360 will have restricted impact.
- ▶ The fixed mindset/biases of people to change

- ▶ Time gap in 1st and 2nd round. You do not know changes that have happened. You think you have changed but is it true
- ▶ Time Management
- ▶ Time to look back at the details of my feedback and follow the theoretical aspect of it
- ▶ Very little after a frank and open discussion
- ▶ Work Pressure
- ▶ Work pressure of new function

Impact at Organizational Level

8. HAVE YOU FELT ANY SIGNIFICANT CHANGES TAKING PLACE AT THE ORGANIZATIONAL LEVEL AFTER THE 360 DEGREE FEEDBACK IMPLEMENTATION?

Positive Changes	Negative Changes
<ul style="list-style-type: none"> ■ A level of consciousness in the behavioral quality of the senior management ■ Acceptance for the need to change ■ An undercurrent of proactive change management ■ Assigned additional project responsibility ■ Become more open ■ Better networking ■ Better understanding 	<ul style="list-style-type: none"> ■ A few people seemed have gone to a shell for the first few months ■ Attributing feedback to individuals / groups ■ Attrition continues to grow. People need to change more as good leaders. ■ Changes only short lived ■ Few became suspicious of peers because of the comments they received ■ Fissures in normal functioning &

Positive Changes	Negative Changes
<ul style="list-style-type: none"> ■ Change in environment ■ Change in style of operation helped the teams ■ Changed their behaviours for some time ■ Changes could be seen in some key staff members ■ Definitely there is a change or effort to improve the process ■ Greater level of communication ■ Healthy interactions with teams ■ Improved discipline ■ Improved motivation & Team work ■ Improvement in verbal communication ■ Initial perceptible improvement in cross-functional synergy ■ Isolated pockets of individual improvement of a function or a part of it, with an effort to positively influence the organizational prospects and synchrony ■ Leadership style is talked ■ Leveraging the people potential ■ Listening ■ Managers are more conscious ■ More emphasis on innovation ■ More people driven culture ■ Non receptiveness ■ Not many ■ Not so much to talk about ■ Nothing much to be spoken 	<ul style="list-style-type: none"> ■ coordination owing to self defensiveness leading to process & system deviations ■ Grouping of people who participated in this program – superiority complex ■ High attrition in the new project undertaken ■ Implementation not effective as daily work gets preference and priority ■ Independent of 360 the culture of buttering and reaping the benefits still continues. ■ No negative changes ■ Nothing much to be spoken ■ Noting specific ■ Overlooked in deciding group heads ■ Pace of change, rather slow ■ Reward for performance was lacking- major errors of people were let off with minor punishment ■ Some of the people have taken the feedback very personally ■ Some people try to settle scores through 360 degree feedback tool

Positive Changes	Negative Changes
<ul style="list-style-type: none"> ■ Organization HR has started changing to people oriented activities for good. Individual changes not observed keenly ■ People are conscious of their 360 feedback and making visible effort to work on those and the same are reflecting in various forms ■ People have generally taken the feedback received through the program seriously ■ People tend to be co-operative ■ Periodic self assessment and action plans ■ Project teams grouped into larger groups ■ Senior management team is proactively looking at self development ■ Sharing of expectation ■ Significant improvement in man management ■ Some got the jolt out of the blue and it was an eye opener for them ■ Some people have changed for the better ■ Transparency & willingness to take other's point of view ■ Very little in some functions and tremendous change in some functions ■ Yes people are more open to ideas and criticism 	

Positive Changes	Negative Changes
<ul style="list-style-type: none"> ■ Yes there is a positive change ■ Yes. The management styles became more professional. ■ Yes; Managers and peers also understand others at same level or improved level. 	

9. **PLEASE SHARE SOME EXAMPLES AND/OR INSTANCES OF PEOPLE WHERE YOU FEEL THEY HAVE UNDERGONE SIGNIFICANT CHANGES AFTER THEY RECEIVED THEIR 360 DEGREE FEEDBACK. (YOU CAN AVOID TAKING ANY NAMES)**

This question was answered by very few individuals and some of the examples are given below:

- 360 degree feedback has helped in developing a positive outlook and has also made the individual more sensitive
- A positive approach to 360 feedback and considered it as an eye opener
- At least two of my colleagues have shown a positive development of understanding the others point of view in the corporate management team.
- Changes observed initially have been short lived in some of the cases
- Communication from Top management by understanding individuals more.
- Difficult to identify, meaning no significant changes
- Discussions of the issues based on facts, accepting that issues exist. However, limitations are on owning the responsibility for deviations, deployment of corrective actions and facilitating the overlap activities still needs improvement
- Enhance ability to understand other person's view point
- Enlightenment has improved in people. They have realized their stand vis-à-vis the opinion of the people and are trying to improve to a great extent.

- Enriched understanding levels of people in the organization and team requirements
- Few people have started smiling and thanking others
- Good performers of the 360DF continue in the organization, in spite of backlash
- Have observed drastic change in at least two people, they have become more positive
- Have seen great improvement in listening skills in one of the employee after getting his feedback
- Improved performance and proactive approach of few colleagues
- Improvement in sharing information
- Managers and peers have shown good improvement in handling people.
- More emphasis of feedback and appreciation of work are being propagated on all levels. This is not just during Performance Appraisals but also on several other occasions
- My superior started listening more and giving importance to suggestions
- No significant changes has taken place from the development angle of the organization
- One cannot expect too much from this kind of working environment and culture.
- One person who was not delegating much earlier has given more freedom to his subordinates after the feedback
- One top level person who used to be into himself has been more open in sharing his ideas
- People have become less reactive, more collaborative and able to control their temper
- Positive changes in behavior style / reaction can be seen
- Some have taken it very seriously and reacted
- Some made conscious efforts to work on the pointed feedback and resulted in improved team management/team work which led to better motivation
- The 360 degree feedback has helped to become more communicative and constant review of activities is observed
- The organizational goals and vision are more visible.
- The participant made a conscious effort to change his leadership style though he was shocked by his feedback. He become more open other manger and was always talking of team work

- There is an increased ability to assess the right requirements and take care of several interests.
- Visible change in the leadership style for the betterment of the branch is observed (from benevolent to developmental leadership style)
- Yes, some have become more sociable, approachable and have begun to understand subordinates better

RSDQ METHODOLOGY

10. WHAT DID YOU LIKE ABOUT RSDQ MODEL BASED METHODOLOGY OF CONDUCTING 360-DEGREE FEEDBACK?

All 43 individuals appreciated RSDQ MODEL BASED' methodology of 360 Degree Feedback. Some of the aspects of the methodology which were increasingly appreciated were:

- ▶ 360DF analysis has helped me to understand myself
 - Design of 360 DF**
 - Data collection**
 - Methodology used**
 - Workshop related**
 - Counselling**
 - Action Plans**

- ▶ A comprehensive questionnaire providing good insight
- ▶ Bringing to surface my weakness which I would not have been able to know or admit

- ▶ Confidentiality of the whole exercise, focused feedback session with inferences from experiences and research & understanding of the organizational needs vis-à-vis profile of individuals while handling individual feedback
- ▶ Excellent mechanism taking feedback from different sections
- ▶ Excellent, very simple yet powerful approach, interactive, quite exhaustive format. Of course, competence of Dr. Rao is great
- ▶ Excellent. Covered the topic thoroughly and systematically through well charted / relevant slides and with lot of real examples to substantiate all relevant points.
- ▶ Focus on self-learning as against theoretical approach.
- ▶ Frank feedback received.
- ▶ Frank opinion/conclusion (findings from feedback) about individuals
- ▶ Good, easy and relaxed
- ▶ I liked it because it has practical approach and not theoretical. It is easy to follow and implement
- ▶ Informative, no talk of the company and not at all dull
- ▶ Initial communication and follow up sessions were very good
- ▶ It is more interactive and thought provoking
- ▶ It makes you think and guides you to bring about your own action plan
- ▶ It's a very simple but effective tool to change oneself. In this methodology clearly the ball is in our court to take it forward. The mix of peer, subordinates and bosses on feedback is a good one, clearly ensures consistency
- ▶ Its approach of confidentiality, assessment, feedback and follow up methods
- ▶ Its plain simplicity
- ▶ Methodology adopted is good
- ▶ Methodology of 3260 degree and making the participants to understand their qualities is good and implementation and efforts to change the individual attitudes for improvement have to be practiced.
- ▶ Not too taxing. It is informal
- ▶ Open and transparent
- ▶ Overall a robust system of feedback. Good quality of consolidations. Capturing Organization y values (Customisation)
- ▶ Scientific as well as philosophical approach to make a change in the corporate world. RSDQ MODEL BASED has a very high understanding of human psychology and corporate environment. Recommendations are good

- ▶ Simple and straight to the point
- ▶ Systematic approach has been amply perceived by the team. RSDQ MODEL BASED has aptly exhibited their professional skill in conducting the training for the senior management group of Organization X India Limited.
- ▶ The methodology adopted by RSDQ MODEL BASED is satisfactory
- ▶ The methodology was on performance improvement of individuals, which is a sure sign for the overall benefit to the organization.
- ▶ The overall methodology appears to be ok
- ▶ This is very realistic and handle professional requirements directly and personal requisites indirectly
- ▶ RSDQ MODEL BASED helped the individuals to put a mirror in front of themselves understand what they are and how they are seen by others and how they can improve up on the areas required
- ▶ RSDQ MODEL BASED should set a three monthly feedback at the time of launching the programme. One year is a long period, as the continuity and momentum is lost in-between.
- ▶ Very professional
- ▶ Very simple and straight to the point and focused. And easy to implement: TV Rao is the best in this area

11. AREAS OF IMPROVEMENT SUGGESTED IN THE RSDQ MODEL BASED METHODOLOGY

- ▶ 360 Degree feedback can be introduced after 3 level immediately and to all management personal stage by stage
- ▶ A very long gap as in the present case is to be avoided and review to be done at least once in six months.
- ▶ Additional focus on changing Leaderships attitude and working style.
- ▶ Assign a HR person to periodically interact with the individual with a open mind
- ▶ Based on the 360DF report, the organization has to analyze and watch the improvement of individuals in a time bound manner. If the change is not happening, stringent actions have to be initiated to correct the individuals.
- ▶ Can be more personalized – more time per participant
- ▶ Can include some case studies (Real ones)

- ▶ Conduct a feedback review once a quarter
- ▶ Conduct a review after the 360DF workshop
- ▶ Counselling needs improvement. Help each individual more
- ▶ Develop method or tools to harness the best of the individual potentials and synchronize to achieve the organizational objectives. Individual accountability for the processes needs an evaluation to assess the standard of professionalism in the organization.
- ▶ Develop tailor made 360DF questionnaire to suit specific organizational needs.
- ▶ Everything is fine as far as RSDQ MODEL BASED is concerned.
- ▶ Feedback review half-yearly with the involvement of the functional head and HR co-coordinator.
- ▶ Feedback/review once a quarter on an ongoing basis. Organizational commitment and support to make the objective of this exercise achievable/ meaningful.
- ▶ Frequency of programs should improve
- ▶ Get guest faculty from other industries to share how they have used their feedback for growth and development
- ▶ Having an online 360 DF exercise, which would be useful to roll it down across levels/locations.
- ▶ Improve feedback mechanism. The key company contact for 360DF should have regular interaction/feedback with RSDQ MODEL BASED once every quarter.
- ▶ In my view, if there is going to be no continuity of the programme, the whole purpose is defeated as in today's world very few have got the time and energy to do self-evaluation.
- ▶ In the feedback form, the open ended questions please avoid putting numbers like asking appraiser to put 5 strengths and weakness. Instead ask them to write most relevant strengths and weaknesses. Sometimes people tend to make the numbers.
- ▶ Introduce an internal review mechanism to follow up on the usefulness 360 degree in terms of measurable objectives.
- ▶ More frequent review mechanism at organisational level
- ▶ More time should be spent on coaching on an individual basis
- ▶ More time to be spent on the skills / counselling
- ▶ Needs more reviews and reminders on suggested improvements across individuals/to improve team performance

- ▶ Often a feedback on a particular manager requires to be seen in the context of the overall Corporate response
- ▶ Online survey rather than sending paper form
- ▶ Periodic follow up will help more
- ▶ Please touch upon fewer issues, but take time to have them drilled so that the impact stays
- ▶ Progress tracking on individual basis
- ▶ Selection of persons giving feedback about the participant need to be reviewed.
- ▶ Soft copy of the report to be provided
- ▶ The concept is good. However, generally feedback is obtained from colleagues you are close to, as a result of which the feedback is biased in your favour and does not give the desired result
- ▶ The feedback members to be further increased i.e. the respondent base and the feedback assessment should capture the person's psychology per se
- ▶ The methodology used is perfectly fine
- ▶ To have more professional sharing their experience after 360 DF
- ▶ RSDQ MODEL BASED can get case studies from the seed industry to make it more relevant to our context.
- ▶ Visual aids and live cases

Making 360 Degree Feedback A Continuous Process

The common suggestions in order to make 360degree feedback a continuous process are given as below.

- ▶ 360 degree feedback should be conducted in regular intervals to check the impact.
- ▶ 360 DF should be a continuous process, every change in job profile demands fresh 360DF. Include 360 DF for family members also
- ▶ Continuous contact with the participants on a regular basis

- ▶ The faculty are the best available for this kind of activity. One wishes that we get an opportunity to meet them again on a regular basis.
- ▶ Feedback review sessions should be conducted every quarter
- ▶ Implement a system of reminding the “leader” about the Action Plan they have laid down for themselves, so that a conscious attempt can be made to perpetuate the behaviour
- ▶ In consultation with the facilitator the company can make a self assessment tool for every employee and make the same mandatory in terms of implementation yearly
- ▶ Invite guest speakers from other organizations to share their learning and views & also to share how they have used their feedback for growth and development.
- ▶ It has to be a ongoing process and changes made as per the need
- ▶ Make people aware on what they can change and what they cannot.
- ▶ May be online feedback
- ▶ More focus to bring about change in the attitude of the Leadership as culture is always top down. It is pointless if change cannot be brought about unless it is from the top.
- ▶ No suggestions. The ball is in our court to take on and act.
- ▶ Review once a year. Internal review once in 6 months
- ▶ Superiors also are involved or present as observers during the review. It should be done on a regular basis and at all levels
- ▶ The 360 Degree Feedback review to be conducted by a live example who has used this tool to develop and progress
- ▶ The whole concept of 360 DF is feedback and therefore need to plan a very regular quarterly feedback at the time of launching the programme.
- ▶ We could do 360 DF at least with subordinates and peers more often
- ▶ Yearly feedback is ok. We should be interacting with Dr. Rao more often over e-mail

Summary and Conclusions

THE SUMMARY FROM THE SURVEY IS GIVEN AS BELOW:

- ▶ 25 individuals felt that 360-degree feedback helped achieve leadership development to a very large extent.
- ▶ 27 of the individuals visited their 360 degree feedback on a monthly or quarterly basis
- ▶ There was almost a 100% positive response of the impact of 360 degree feedback on their professional life while around 70% also felt that 360degree feedback had a positive impact on their personal life as well
- ▶ Almost half of the action plans sets by the participants were achieved by 30 of the individuals
- ▶ Top three changes that were seen at an organisational level in all the three organizations are increased receptivity among employees, communication with team, focus on self development, better understanding, increased communication and emphasis on innovation, team/cross functional interactions, increased communication as well as organization developing people oriented culture.
- ▶ Two areas where majority of the individuals have not been able to bring in a change are spending time with juniors and better delegation.
- ▶ Work pressure and time management were the main hurdles in implementing the action plans
- ▶ Barring a couple of the participants, all felt that they had achieved at least 50% of the action plans set post 360DF.
- ▶ RSDQ MODEL BASED methodology was considered to be very open, transparent, insightful and developmental & also simple and very professional in maintaining the confidentiality.
- ▶ 360 degree feedback should be done every year and strong need felt for frequent review mechanism to be conducted once in every quarter.

References

M Singh, N Vohra Multi-faceted feedback for organisational heads for self and organisational development: experiences International Journal of Training and Development, 2005, September, 9(3)

Neharika Vohra, and Manjari Singh, Mental traps to avoid while interpreting feedback: Insights from administering feedback to school Principals, Human Resources Development Quarterly, 2005, 16(1), 139-147.

Rai, Himanshu and Singh, Manjari, Mediating Effects in the Relationship between 360-Degree Feedback and Employee Performance, Ahmedabad: Indian Institute of management, Working Papers, 2005 (W.P. No. 2005-04-06)

Rao, T. V, and Annapurna, J. An exploratory study of changes in the roles and competencies of top-level managers due to 360-degree feedback, Ahmedabad: Unpublished research Paper

Rao, T. V. and Chawla, Nandini 360 Degree feedback and Assessment and Development Centres, New Delhi: Excel Publications, 2005

Rao, T. V. and Rao, Raju, 2003 The Power of 360 Degree Feedback, New Delhi: Sage Response Books.

Rao, T. V. Mahapatra, G, Rao, Raju and Chawla, Nandini. 360 Degree feedback and Performance management Systems, New Delhi: Excel Publications, 2002

Rao, T. V. Vijayalakshmi, M and Rao, Raju: 360 Degree feedback and performance Management Systems, New Delhi: Excel Publications, 2000

Appendix

**QUESTIONNAIRE FOR UNDERSTANDING THE IMPACT OF
360 DEGREE FEEDBACK IMPLEMENTATION AT
ORGANIZATION X, Y, Z**

1. To what extent do you think 'Leadership development' through 360-degree feedback has been achieved?
- a. Fully achieved (almost 100%)
 - b. To a large extent (about 75%)
 - c. To some extent (around 50%)
 - d. To a limited extent (less than 50%)
 - e. To a very less extent (25%)
 - f. Not achieved at all (almost 0%)

Additional comments:

2. How often have you visited your 360 feedback data after the feedback workshop?
- a. Never visited
 - b. Once in every month
 - c. Once every quarter
 - d. Once in every 6 months
 - e. Once in a year

Additional comments:

3. What has been the overall impact of 360 degree feedback

A. In your professional life

- a. Improved in a positive way
- b. Deteriorated i.e. negative impact
- c. No impact/no visible change at all

B. In your personal life

- a. Improved in a positive way
- b. Deteriorated i.e. negative impact
- c. No impact/no visible change at all

Additional comments:

4. How successful have you been in implementing the action plans you set for your self at the end of the workshop?

- a. Have not been able to work on it at all
- b. Have accomplished around 30% of what I set out to do
- c. Have accomplished almost 50% of what I have put down as action plans
- d. Have achieved what ever I have listed down in my action plan

Additional comments:

5. Top three changes that you have observed in yourself after the 360-degree feedback?

1.
2.
3.

6. What are the three areas where you have not been able to improve upon and see the changes that you expected or desired?

1.
2.
3.

7. What are the biggest hurdles you faced in implementing your 360-degree feedback action plan?

--

8. Have you felt any significant changes taking place at the organizational level after the 360 degree feedback implementation?

Positive Changes	Negative Changes

9. Please share some examples and/or instances of people where you feel they have undergone significant changes after they received their 360

degree feedback. (You can avoid taking any names)

10. What did you like about RSDQ MODEL BASED methodology of conducting 360-degree feedback?

11. Any areas of improvement suggested in the RSDQ MODEL BASED

methodology?

12. Your suggestions to make the 360 feedback journey a more powerful and a continuous improvement process?

Some examples of suggestions from your side:

1. Conduct a feedback review once a quarter
2. Get guest faculty from other industries to share how they have used their feedback for growth and development

Your suggestions:

THANK YOU FOR YOUR TIME AND PATIENCE