

Elements of Performance Management: 360° Review

Sometimes, we don't see ourselves quite as clearly as others see us. At Catapult, we use the 360° review programme to enable professionals, team leaders and managers to gain valuable insight into their own impact, and to support their development journey as they work to refine their leadership styles and behaviours. Although a daunting prospect initially, many successful managers have found this activity not only to be very enlightening, but also a major part of their professional growth.

Using 360° Review

Some organisations use 360° review as a personal development tool; others use it as a component of their appraisal system, and to support individual development plans. It can also be used to support organisational change, especially when a new organisational culture and values are being defined, or as a driver for improving organisational behaviour. In team-orientated companies, 360° feedback is valuable for employees at every level, as it provides a more rounded and objective review of performance, and can be highly effective in embedding new behaviours.

Survey format and process

We work with you to devise questionnaires related to competency frameworks and/or company values and desired behaviours. This provides a meaningful survey foundation, and will be instrumental in helping participants maintain clear focus on what is expected of them in the future.

The surveys are completed online, hosted on an independent server, thereby assuring respondent confidentiality. A 90-minute feedback session is provided by consultants who are experienced at handling such sensitive information, and will support candidates to view the feedback as an invaluable basis for personal development and continuous improvement.

Feedback report

Participants receive a comprehensive and tailored feedback report for their reference. Data is presented in graphical format, demonstrating response ranges and respondent categories. The report also contains additional supporting information, including gap analysis and verbatim comments. In addition, feedback is plotted onto a matrix to show blind spots and development priorities to support learning. As part of the process, you are encouraged to share some of the findings with your teams in order to promote commitment to improving.

Our Experience

At Catapult Consulting Ltd, we have considerable experience of devising 360° review questionnaires, analysis and feedback with clients from both the public and private sector. All our consultants have undergone the process for themselves to gain greater insight and awareness of the impact of this key performance management tool.