

CIRCLE OF SUPPORT

Оценку персонала методом 360 градусов предпочитают использовать в основном крупные компании. MARLEY OBI узнавала у экспертов, на что нужно обращать внимание при ее проведении, и как интерпретировать полученные в результате данные. medium

It's hard to imagine many bosses being as brave as Vineet Nayar, the CEO of the Indian company HCL Technologies. A firm believer in 360-degree feedback, Nayar invited staff to evaluate him and then put the results on the company intranet for the firm's more than 50,000 international employees to see and discuss.

For most of us, the idea of receiving or giving critical opinions on co-workers, subordinates or managers is frightening enough, without the results being made public. Yet feedback is an essential part of working life, and when it comes to 360-degree feedback, honesty and objectivity are the keys to making it work.

But what exactly is 360-degree feedback? Also known as "multi-rater feedback", "multi-source feedback" and "multi-source assessment", 360-degree feedback tries to offer a more complete evaluation because it comes from all around the subject. The people asked to give comments, called "respondents", can be colleagues, bosses, subordinates and even clients. The tool used for evaluation is a questionnaire, which both the respondents and the appraiser have to complete. The questionnaire can be bought from companies that specialize in developing 360-degree questionnaires, or a company can choose to develop its own. Although the appraiser usually chooses who will receive the questionnaire, the responses are anonymized before a report is made based on their ratings.

1. How to give 360-degree feedback

This system of evaluation has potential dangers. For example, it takes a strong person to resist making negative comments about unpopular colleagues or bosses when the results are anonymized. Even the strongest

supporters of 360-degree feedback say that, when done badly, it can have a disastrous effect on the working atmosphere. When done well, however, "360" can be an extremely effective tool that gives a clear picture of strengths and weaknesses across an organization. We asked four experts in Britain for their comments on the best ways for organizations, respondents and appraisees to give and receive 360-degree feedback:

- **Hannah Stratford** is head of business psychology at HR consultants ETS;
- **Jo Ayoubi** is business development director for 360 specialists Track Surveys Ltd;
- **Frieda De Ley** is an occupational psychologist;
- **Caroline Taylor** is an executive coach at Talent for Growth.

a) Transparency is fundamental. All the experts agree that clear communication is the key to making 360-degree feedback constructive and to ensuring that it resolves the problems it is targeting. "People are particularly nervous these days about why the organization might want to get this feedback, so you have to be really clear on what it's for, how it's going to be used, who's going to see it, and what's going to happen to the data," says Jo Ayoubi.

b) Be sure you have the support of senior management. Senior management should be the first people to do 360-degree feedback, because this shows that they support the process. And, even if they don't go as far as Vineet Nayar, it shows that they are open to receiving feedback. This also encourages other people, who are lower in the hierarchy, to do it. Otherwise, they might feel they are putting themselves in a vulnerable position. ▶

360-degree feedback	оценка персонала методом 360 градусов
appraisee	оцениваемый
assessment	оценивание
CEO (chief executive officer)	генеральный директор
ensure sth.	обеспечить что-либо
evaluate sb.	оценить кого-либо
evaluation	оценивание
executive coach	коуч для руководителей
(human resources) consultant	консультант по персоналу

Ltd (Limited)	примерно: ООО (общество с ограниченной ответственностью)
occupational psychologist	организационный психолог
questionnaire	анкета
rating	оценка
resolve sth.	решить что-либо
respondent	опрашиваемый
senior management	менеджмент высшего звена
subordinate	подчиненные
target sth.	выделить целевую аудиторию
vulnerable	уязвимый

When done well, 360-degree feedback can give a clear picture of an organization's strengths and weaknesses

