

5 Reasons Why 360° Performance Evaluations Build Stronger Teams

By Lynn Hilt

President and CEO, The ASHVINS Group, Inc.

A 360° Performance Evaluation is a professional feedback opportunity that enables a group of coworkers to provide feedback regarding a team member's performance. 360° reviews include feedback from not only the team member's direct supervisor but also peers/ other team members, subordinates and clients. Honest and reliable feedback can assist the individual to recognize previously unseen strengths, identify specific career development areas and become aware of blind spots in self-perception. The most effective 360° review processes provide feedback that is based on behaviors that other team members and those interacting in the team observe. All members of the team, both permanent and temporary/contract employees should be included to have the greatest impact for the team. An efficient 360° Performance Evaluation process has many benefits including:

1. Increases self-awareness and offers a more accurate assessment of performance.

This method provides well-rounded feedback from peers, reporting staff, coworkers and supervisors and can be a definite improvement over feedback from a single individual. Even the best managers in the world aren't aware of everything their employees do while on the job. An employee's actions may help make a coworker's job easier or more difficult without the manager finding out. Because more perspectives are involved in a 360° review, the assessment is more balanced. Employees who consistently deliver will be rewarded for their efforts because their contributions won't go unnoticed by others in the team.

2. Improves working relationships and teamwork.

This feedback approach helps team members learn to work more effectively together since most teams know more about how team members are performing than their manager. Employees have more incentive to treat their coworkers professionally and with respect. Multi-rater feedback makes team members more accountable to each other as they share the knowledge that they will provide input on each members' performance. Coworkers support each other and care about how they are perceived. A well-planned, periodic process can improve communication and team development.

3. Encourages personal development and improves skill levels.

By offering a balanced performance evaluation process that helps employees identify areas for career development, organizations provide an environment where employees are supported and encouraged in their growth needs. Additionally, many employees feel 360° feedback is more accurate, more reflective of their performance, and more validating than feedback from a supervisor alone. This makes the information more useful for both career and personal development. Providing feedback to all members of the team is an extremely valuable

management methodology to navigate the outcome of producing a high quality, on-time deliverable and is not painful when it is sought and received on a regular basis.

4. Increases accountability and commitment.

The opponent of accountability is ambiguity and the opposite of commitment is detachment. The vaguer something is, the less anyone can be held responsible for it. And building a high-performance team means that all team members must have a stake in the project, a.k.a. skin in the game. In high performing teams, the members (both permanent and temporary employees) have as much drive to succeed as the manager who reports to business executive leadership. Also, measure it and it will improve. Employees who know they are being rated will be more motivated to be accountable and committed. 360° Performance Evaluations identify behaviors that build strong teams and push the individual to hold his or herself responsible for their contributions to the project.

5. Promotes an opportunity for open dialogue.

Open dialogue is the first step in moving from measurement to improvement. Self-awareness, clarified behavior and process feedback combine to provide a natural opportunity for dialogue. The dialog between a manager and employee helps employees identify goals and improvement plans that result in stronger teams. Too frequently employees don't ask for feedback and managers don't take the time from competing tasks to coach employees on ways they can improve. Also, recognizing achievements can reinforce high performance behavior. Early and periodic feedback is necessary to maximize the effectiveness of the team.

According to Jack Zenger, a recognized expert on organizational behavior, more than 85% of all Fortune 500 companies use 360° feedback as a cornerstone of their overall employee development process due to the huge value to be gained. 360° feedback can be a powerful method for promoting individual growth and development of team members. Correctly and consistently implementing a 360° Performance Evaluation process that includes both full time and temporary employees will add a powerful tool to an organization's performance management process.

About StaffingScore

StaffingScore is the first application that addresses a void in the Temporary Staffing Industry – a means to measure and document the quality of a contractor's work performance. Using StaffingScore, team members can periodically provide 360° feedback for contractors to assure they stay on track in the assignment and are motivated to complete outstanding work. Joining StaffingScore allows business members to review a target candidate's StaffingScore® Report to verify past performance and read 360° feedback from others who have worked with the contractor. In StaffingScore it's easy to search and ID contractors. If a contractor has not yet joined StaffingScore, invite them to join. All businesses want to hire contractors who are accountable, committed and invested in delivering their highest quality work. StaffingScore contractors take ownership for their work, are accountable for timelines and value performance feedback from members.