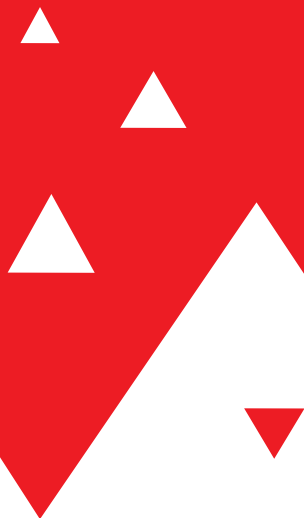# 360 Sample Questions and Competencies

**WITH TIPS AND BEST PRACTICES**

qualtrics℠

# Introduction

When designed correctly, 360-degree feedback assessments offer each participant a well-rounded view of his or her behaviors and performance. They also offer rich and actionable feedback he or she can use to improve.

But here's the rub—poorly designed 360 assessments can lead to meaningless data and at worst, backfire and create distrust and disengaged employees. Additionally, without a meaningful competency model and well-designed assessment items, multi-rater assessments can easily fail. So whether you're implementing 360s for development or for formal appraisal, the success of your efforts will largely depend on the your level of preparation in designing the 360 program.

Because every organization has unique characteristics, a distinct culture, and a wide variety of leadership needs, our team of I-O psychologists and subject matter experts have crafted a sample template to help you start building a competency model and assessment items that are right for your organization.

We've also compiled a list of 10 best practices to be aware of before you begin building content for your multi-rater assessment.

# 10 Key Elements of a Successful 360 Program

1. Engage the right stakeholders from the very beginning—getting decision makers and business leaders on board early will improve buy-in, increase participation rates, and set your program up for success.

2. Keep in mind both the raters and ratees when developing the program.

3. Make sure the goal of your 360 drives the process. For example, if you're 360 is designed for developmental feedback only, let ratees choose their raters.

4. Embed the 360 into an existing performance management system and avoid treating the 360 as a standalone event .

5. If you don't already have a culture of feedback, invest time and resources on the front end. Communicate the purpose of the 360s and build trust to facilitate a feedback-based culture.

6. Clearly define and communicate how the success of the 360 program will be evaluated.

7. Ensure that follow-up and feedback is built in at the forefront of the project and set expectations for participants and leadership early on.

8. Base your 360 assessment on a competency model or models. If no such models exist, utilize your organization's core leadership values, basic focus groups, leadership meetings, and/or job analysis data as a starting point to build the 360.

9. Have ratees develop one to two behavioral goals that clearly align with those of the organization. Hyper-focusing on one to two areas of opportunity make long-term behavior change more likely.

10. Ensure that confidentiality is built in, maintained and clearly communicated. Raters provide more useful feedback when they know they cannot be identified.

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[Evaluator Name],

You've been asked to provide employee feedback in this 360-degree survey for [Subject Name]. Below are 6 items about key leadership principles that apply to [Subject Name]'s development. Please provide your anonymous feedback by answering the following questions:

Sample Rating Scales

**360s FOR DEVELOPMENT**
- Always
- Almost Always
- Often
- Occasionally
- Rarely

**360s FOR APPRAISAL**
- Among the leading 10%
- Among the leading third
- Typical
- Among the lagging third
- Among the lagging 10%

# SAMPLE 360 QUESTIONS

### Self-Awareness

1   Controls his/her emotions, even in high-pressure situations
2   Demonstrates an awareness of how his/her actions and decisions affect others
3   Treats mistakes and setbacks as learning opportunities
4   Actively seeks feedback from others on his/her performance

What suggestions do you have to help [Subject's Name] improve his/her **self-awareness**?

### Drive for Results

5   Sets challenging goals for him/herself
6   Helps others achieve their objectives
7   Prioritizes his/her work based on the needs of the organization and its customers
8   Achieves his/her objectives even when faced with obstacles and challenges

What suggestions do you have to help [Subject's Name] improve his/her **drive for results**?

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### Leadership

**13** Translates the company strategy into concrete actions/ plans

**14** Takes team members' ideas and opinions into account when making decisions

**15** Helps team members resolve work-related problems

**16** Holds team members accountable for achieving their objectives

What suggestions do you have to help [Subject's Name] improve his/her **leadership skills**?

### Communication

**17** Actively listens to others

**18** Tailors his/her communication to the needs of the audience

**19** Communicates clearly and concisely

**20** Conveys credibility and expertise when he/she communicates with others

What suggestions do you have to help [Subject's Name] improve his/her **communication**?

### Teamwork

**21** Works effectively in a team

**22** Gives constructive and helpful feedback to others

**23** Responds positively when he/she receives constructive feedback

**24** Treats others with respect

**25** Values and respects differences among team members

What suggestions do you have to help [Subject's Name] improve his/her **teamwork**?

### Open-Ended Text Box Questions

**26** What is [Subject's Name] greatest strength and what should he/she continue to do to grow and develop?

**27** What is [Subject's Name] greatest opportunity and what can he/she do to improve in this area?

# About Qualtrics

**Qualtrics** is a rapidly growing software-as-a-service company and the provider of the world's leading insight platform.

More than 8,500 enterprises worldwide, including half of the Fortune 100 and 99 of the top 100 business schools, rely on Qualtrics technology. Our solutions make it fast and easy to capture customer, employee, and market insights in one place. These insights help our clients make informed, data-driven business decisions. Global enterprises, academic institutions, and government agencies use Qualtrics to collect, analyze, and act on voice of the customer, customer satisfaction, employee engagement, 360-degree reviews, brand, market, product concept, and employee feedback.

To learn more, please visit www.qualtrics.com.

**About Qualtrics 360**

Qualtrics 360 is an employee development rating solution that makes it easy to identify, retain and develop top performers so organizations can continue to build a healthy and thriving workforce. Our technology simplifies and automates the employee feedback and rating process, freeing managers and administrators from reliance on vendors and IT departments. Now, organizations can easily make changes and view insights on their own.

With a point-and-click interface, robust reporting, and individual dashboards and reports, Qualtrics 360 gives managers the ability to simultaneously rate multiple direct reports and deliver customized 360- or 180-degree feedback to every participant. The Qualtrics 360 platform is also supported by a team of I/O psychologists, HR subject matter experts, and world-class customer support.

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