Module No # 5
Lecture No # 25
Assessing Leadership Behaviours: Multi-rater Feedback Instruments

In the leadership pipeline, we have discussed about it is the holidays are to be developed. And when we are talking about this leadership with the assessing the leadership behaviour you know. So multi-rater feedback Instruments are there where we can find out whether we are doing that leadership assessment or civil or not. How to evaluate the effectiveness are a needed leadership behaviour model, 360-degree feedback, 720-degree feedback, research paper, case studies, book recommendation, and references, as usual, is there.

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When you know yourself, it is beginning
of all wisdom.
-Aristotle

So, when you know yourself, it is the beginning of all wisdom. So, self-awareness and what is about self-awareness? The self-awareness is about your strengths, weaknesses, and opportunities, and then knows your personality. It is, what about the personality, then personality job if it is there, it is how you are matching with your personality, with the job is there. What types of orientation do you have?

Like you see that is we just we are talked in the previous session about; how this technical skill expertise, not necessarily will make you the leader. Because leader; is requiring all 4 skills interpersonal, intrapersonal, technical's and the leadership; skills. So, therefore in that

case, in all these 4 skills, interpersonal, intrapersonal, technical, and leadership skills it is we have to know our self, and where we are? And whenever we talk about where we are? Then definitely that assessment will help us to make the further step-oriented action-oriented employee.

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What is Leadership Assessment?

- Leadership Assessment is a process for identifying and describing an individual's unique characteristics as they pertain to leading, managing, and directing others and how such characteristics fit into a given position's requirements.
- The Leadership Assessment process describes a candidate's way of leading others with reference to a specific position, present or future.
- This information helps the employer in selection, placement, and development decisions.

So, leadership assessment is a process for identifying and describing an individual's unique characteristics. So, everybody is having particular unique characteristics is there. As they pertain to leading, managing, and directing others and how do such characteristics fit into a given position's requirement? So that personality traits in a given position, how it is matching? The leadership assessment process describes a candidate's way of leading others with reference to a specific position and the present or the future is there.

So, this leadership assessment process, which is having these leading with reference to a specific position, present or the future is there. And this information helps the employer in selection, placement, and development decisions are there. And therefore, in that case of this information, always helping the employer so what type of this selection is to made? So, selection of the leader that is also becoming; very important for a specific position who is the person who is most suitable?

And then only not only the identifying the person a selection there is a how you are putting that person in a particular job. And then the period of time, the development of that person is also equally important.

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Uses of Leadership Assessments

- Leadership Assessments can be useful for a number of applications:
- **Selection, Placement, and Promotion Decisions** – Objectively assess the candidate's leadership capabilities compared to the position's requirements.
- **Development** – Enhance development by increasing ability to fully utilize employee capacities.
- **Succession Planning** – Identify leaders early and create a continuous flow of effective leaders within the organization.
- **Organization Effectiveness** – Assessment provides an objective means of researching and identifying the precise capabilities that drive organizational success.

So, whenever he having the uses of the leadership assessment can be useful for a number of applications. Selection, placement, and promotion decisions are there. So objectively assess the candidate's leadership capabilities compared to the position's requirements. Development is there Enhance development by increasing the ability to fully utilize the employee capacities. So that particular whatever the observations we are having in this selection, placement and promotion.

And then, in that case we should also know that is after identifying this person, how we can develop is ability so that we can make in him use to the organization. Then the succession planning this identify leaders they will be within the organization and then they replaced at the new position. Organizational effectiveness assessment provides now the objective means of researching and identifying the precise capabilities that drive organizational success is there.

So, therefore, for the organizational success, this becomes very important for the OE, that is whoever the leaders are there and when you are objectively, assessing them. So that will be helping the drive the organizational success will be there. And this way we will be getting this the organizational effectiveness is there.

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How to Evaluate Your Effectiveness as a Leader

- Assessing your leadership skills is about understanding your strengths and weaknesses.
- Below are some tips, methods, and strategies to incorporate when evaluating your strengths and weaknesses.

Identifying Your Strengths

- Identifying your strengths will be a crucial part of your evaluation, as it will allow you to understand where you truly excel and how you can best put those strengths to use.
- For those who find self-reflection difficult, another way to evaluate your strengths is to gather input from other coworkers, higher management, and customers through surveys or face-to-face meetings.

Now when how to evaluate your effectiveness as a leader, a relative scheme is about understanding your strengths and weaknesses. As I was mentioning that is knowing; your strengths and knowing your weaknesses. And the below are some cases here we are time identifying it is how to identify and is a strength of our strengths, right? Because it has to be incorporated when evaluating and strengthened when Witnesses are concerned.

So first step is how to Identify your strengths will be a crucial part of your evaluation is it will allow you to understand where you truly excel. And we know what job we can do and what job we do not like, or we are not capable of. And how you can best put those strengths to use, and then if this is a strength, I can make it to the best use. For those who find self-reflection difficulties, another way to evaluate your strength, is to gather input from your other co-workers, right?

And therefore, in that case, always this will be better that is whether you are getting that particular strain to get the input from the other co-workers or not. And yes, we can get the input from the co-workers, higher management, and the customers through surveys or face-to-face meetings are there. And so, they that is also about the ability strength are there. So naturally the either you are our co-worker colleagues will keep on talking about our strengths.

Are the hire management will appreciate us on certain points and those points will be about our strengths is there? So, once you are identifying your strengths, so you are aware. So self-awareness is very important by you to identify strengths.

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Identifying Your Weaknesses

To become a more effective leader, you also need to acknowledge where your current leadership skills might fall short.

Some common weaknesses for aspiring leaders may include:

- **Communication**

Are you properly defining your goals? Furthermore, are you effectively communicating those goals to your coworkers, management, and clients?

- **Empathy**

Can you understand the problems or challenges clients, or customers may have?

- **Adaptability**

Are you adapting your skills to match the demands of the modern business world?

Identifying your weaknesses, to become a more effective leader, you should also need to acknowledge where you are current leadership skills might fall short right? And therefore, in that case, maybe for a particular job we may not have that particular skill then definitely what is the required development program is required. Some common weaknesses for aspiring leaders may include communication.

Now many people, they feel that they are having the best communication, but the best communication does not mean that is you talk too much, right? Rather than you, communication is to be linked with the empathic concern for others. That is, whether you are concerned with the problems such as challenges clients or customers may have. So those that sensitivity is there, to understand this empathy will be there.

Adoptability, are you adapting your skills to match the demands of the modern business world? And therefore, when we are talking about artificial intelligence is there, use of technology is there, techno managers are to be developed? And then are we having that capability to develop ourselves as techno managers. If you are, the techno managers only in that case, we will be able to lead.

So, therefore, the adaptability to the change in the technology because the technology; is frequently changing. So, if we are having those abilities, then definitely, in that case, you can develop those are the witnesses are there. We can develop those who converts those, weaknesses into the strengths.

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Developing Your Leadership Skills

- Once you have identified your strengths and weaknesses, you can feel confident in creating a leadership development plan for yourself.
- Some potential solutions available to help you start building and exercising these skills include
- **Utilizing free resources** like books, podcasts, and events geared toward aspiring leaders.
- **Networking** with others who share your aspirations and building relationships that could help you down the line.
- **Attend a workshop or seminar**
- **Ask for additional responsibilities at work**

Next is a developing your leadership skills. Once you have identified your strengths and weaknesses, you can feel confident in creating a leadership development plan for yourself. A very important step, that is events we are doing our strengths and weaknesses and then we have to plan for our leadership development for our self. Some potential solutions available to; help you start building in exercising these skills.

So therefore, always there are be certain help is available, utilizing the free resources like books, podcasts, and events geared towards aspiring leaders are there, so that will be the social resources. Networking with others who share your aspirations and building the relationships that could help you down the line. So therefore, that is in networking will be there. And you are able to develop that relationship with them attends a workshop or seminar.

And by that way, we are learning to develop our skills. And ask for the addition responsibilities to work. And therefore, you can prove when we are asking for the additional responsibilities at work, it shows that is we are ready to go for the next level. And once we have, we will prove ourself that we are confident enough to go for the next level because we are talked about our strengths and identified on those strengths involved on those strengths.

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The Leadership Behaviours Model

- The Leadership Behaviors Model symbolizes a leader with people responsibility, competence and integrity who provides direction and guidance in an emotionally intelligent way.
- It groups these various aspects of leadership into eight core factors which can be used as a framework to review an individual's leadership performance.

The leadership behaviour model symbolizes a leader with people responsibility, competence and integrity who; provides direction and guidance in an emotional intelligent way is there? And it groups these various aspects of leadership into the eight core factors which can be used as a framework to review an individual's leadership performance.

Now here leadership is having different dimensions and all these dimensions, where the competent performer, situational decision-maker, values champion, team linkers strategic thinker, change facilitator, people motivated, and responsibility giver is there. So, all these are 8 aspects that we are working on, can be used to the framework. And then that leadership performance will be done on the basis of all of handling these all these potentials.

The potential capabilities of this particular leadership are there. And then, if we are able to make this leadership, effectively, then definitely in that case, we will say that we are living in the leadership behaviour model is there.

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Factors of Leadership Behaviours Model

- **Values Champion** – lives and promotes the values

- **Team Linker** – links work, people and processes

- **People Motivator** – gives positive encouragement of team and individual performance.

- **Situational Decision-Maker** – makes effective decisions contingent on the situation and the people.

So, value champions are there is a lives and promotes the values. Team linker is there links work, people and processes. People motivated are there gives the positive encouragement of the team and individual performance and situational leader maker are there makes effective decisions contingent on the situation and the people. So therefore, when we are talking about the first is the value champions so lives and promote the values that they are.

And then if you are, so what are the values? Simple values are honesty, integrity, hard-working, goal-oriented of persuasion, performance, persistence. So therefore, if these values are there, then definitely we can link to the team and this team is working with the work people and processes surrounding to a person. Then people motivated will be having the positive encouragement of team and individual performance.

And therefore, in that case, always there will be some people those who will keep on motivating you in the organization also. In addition to you about place that you can be motivated, you can be developed as a leader is there. And on the basis of the situations what distance your taken, so makes the effectiveness in contingent on the situation and the people. So therefore, in that case, all these 4 parameters are, you can say these 4 pillars of the behaviour model that has been developed on by the practice at the workplace.

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Factors of Leadership Behaviours Model

- **Strategic Thinker** – develops and progresses a future vision

- **Change Facilitator** – paces self and team through change

- **Responsibility Giver** – empowers within clear roles

- **Competent Performer** – matches personal strengths and effort with what needs doing

Now, the factors of the leadership behaviour model are that is about the strategic thinker is there, then the change facilitator, responsibility giver and the competent performances are there. So, these strategic thinkers that they develop and progress a future vision. And therefore, in that case we will be having these thought process right which will be deciding about the strategies.

The change facilitators, are paces self and team through changes is there so therefore, we make the proper changes are there. And responsibility giver is there that is empowers within the clear roles and therefore, in that case we are having the responsibility giver. And the competent performer matches personal strengths and effort with what needs doing. And therefore, in that case, it becomes very important it is the how much competent performer are we.

So therefore, in that case, that in the behavioural model, this becomes very important the factors, whether the leader is the strategic thinker, he is a change facilitator, he is the responsibility given, and he is the competent performer is there. So naturally if these; qualities are there and when I have talked about self evaluation. On the self-evaluation also we can find out that is the how person he can decide about it is the how he can go for this type of the responsibilities.

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Assessing Leadership Behaviors: (360-Degree Feedback)

- 360 degree feedback is a tool that provides staff with assessments of their work-based behaviours coming from the perspectives of people who work with them. It is named 360 degree because the responses are collected from people all-around the employees- their supervisors, their colleagues or their clients. All of them can play an integral part in providing the leaders and employees with more insights of how they are perceived and how they can improve their performance.

- 360-degree feedback is a well-known concept and a powerful model for leaders' assessment and performance improvement. It differs from performance appraisal which solely comes from the views of their supervisors/managers. It answers the question "how you do things" instead of "what you do". Such feedback results in a better-informed discussion.

And, assessing the leadership behaviour: 360-degree feedback. They provide the stuff with assessment of their work-based behaviours coming from the perspectives of the people who work with them. Now earlier there were, this leadership behaviour feedback was done only on the basis of that is a superior subordinate. So superior was ability in saying, whether the subordinate is having that leadership qualities are not.

And that is a person is having that leadership behaviour or not. But now, when we talk about the 360 degrees, all people, so they are the all these all this job who are people who work with them. So, feedback will be taken from the all the people those who have working with them. And that is why it is named 360 degrees because the responses are collected from people all-around the employees-their supervisors, their colleagues, their clients.

And is a well-known concept and a powerful model for leaders' assessment and the performance improvement is there. So, performance appraisal which is solely comes from the views of their supervisors and managers are I am mentioning there is only the supervisor is debilitating. And here it is about, that is a it is the information, which you are collecting about a particular person. Whether he is having that potential to be a leader or not or what is leadership behaviour. So, you are considering the all the people those who are working with you.

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Sources for 360-Degree Feedback
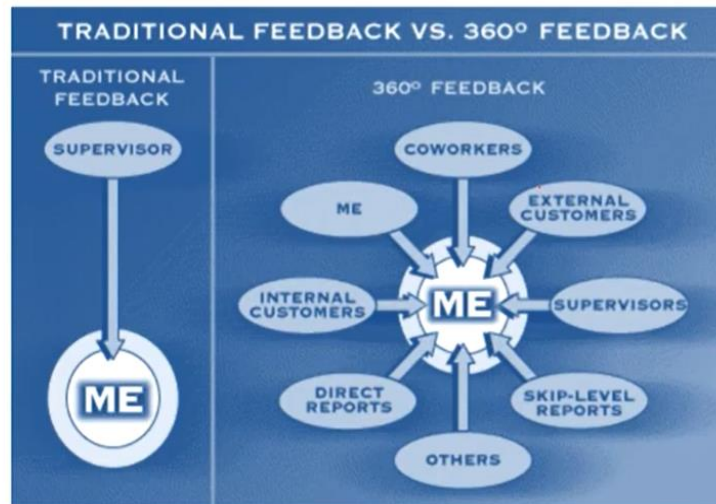
So traditional ways that is supervisor to ME. And then when we are talking about the 360 degrees, it is the ME over self also ME means self also. So, it is not only that he is, the supervisor is even letting myself. I am also giving my evolution of my own evaluation co-workers, external customer, all stakeholders you will find that is the internal customers also and external customers also.

And what the external customers suppliers and vendors naturally immediate supervisors, skip-level the reports and direct reports are there. That is the in those who are directly reporting to the particular person and any other person, those who are coming into the content with a particular employee, then definitely, he will give the feedback. And feedbacks have taken it very seriously.

And when we talk about this traditional feedback versus a 360-degree feedback and here the opinion of all the stakeholders surrounding to their particular person by; all these 8 parameters. Then definitely, in that case it will be done on the individual basis experience. So there will be, there cannot be the biasness. So, when you will analyse the responses of all these stakeholders, then you will find it.

Yes, you are having the very important points, which are common so whether the person is having that leadership capability or not. So out of these eight people they will say yes, this is having that communication. So, the parameters in dimensions will be given for the evaluation to these stakeholders and the stakeholders on the basis of those parameters and dimensions which are provided, they will evaluate the person.

And whenever there will be this type of the evaluation will be there. So that error perception of the perceiving the target and that will be no, error will be there and there will be no shortcuts in judging that particular person because you are considering the all the persons.

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Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)

- 360-Degree, or Multirater feedback tools allow managers to gather accurate information from peers and direct reports about their on-the-job behaviors and leadership effectiveness.
- Questionnaire construction is very important.
- Leaders who received 360-degree feedback had higher performing work units.
- 360-degree systems should tell leaders about their strengths and development needs rather than make comparisons between people.
- 360-degree feedback provides insights into self-perceptions and others' perceptions of leadership skills.

These multi-rater feedback instrument 360-degree feedback is there, allow managers to gather accurate information from their peers and direct reports about their on-the-job behaviours and the leadership effectiveness is there. The questionnaire construction is very important because you are collecting the information. So, therefore, the designing of that particular questionnaire, on which is this stake holders will be responding and it has become very crucial.

Leaders who received 360-degree feedback had higher-performing work units there. So naturally that, those who will be having these types of this performing work units they will be at the higher positions 360-degree system should tell leaders about their strengths and development needs. Rather than the making, the comparisons between the people is there. And therefore, in that case, the focus is not there is another method and it is called the pair comparison method.

So that there is a pair comparison method is not there, they are 2 subordinates. So who is doing better? It is not like this rather than for that particular individual, how he is doing, but mainly stakeholders. So therefore, in that case, leader that they are going for development needs rather than making the comparisons is there. So, there will be no comparison and dead shortcut will be avoided.

Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)

- The key to high observer ratings is to develop a broad set of leadership skills that help groups accomplish goals.
- Research shows that it is possible to change others' perceptions of a leaders' skills over time.
- Leaders must set development goals and commit to a development plan to improve skills.
- Societal or organizational culture, race, and gender play key roles in the accuracy and utility of the 360-Degree feedback process.
- 360-degree feedback should be built around a competency model.

The key to have observer rating is to develop a broad set of leadership skills and that helps group accomplish goals is there. And therefore, in that case of always those leadership skills, with have the broad set of dimensions on basis of, which you are taking the responses. And therefore, you will have a clear-cut overall scenario about a particular personality within he is having the behaviour skills are not.

Research shows that it is possible to change others' perceptions of a leader skill over time. This is a very important statement and very useful that is with the period of time somebody is have not been found, a good performer earlier. But after some other time, he might be a good performer. So, leaders must set development goals and commit towards a development plan, to improve their skills are there.

Societal or organizational culture, race, and gender play key roles in the accuracy and utility of the 360-degree feedback process is there. And therefore, in the case of what type of this societal structure is there now, what is the culture, society culture is there? So especially; this societal culture will be affecting on the genders one. So, if the organization and the society culture are supporting all the employees whether it is irrespective of the gender, then definitely they will be becoming more successful.

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Example of 360-Degree Feedback
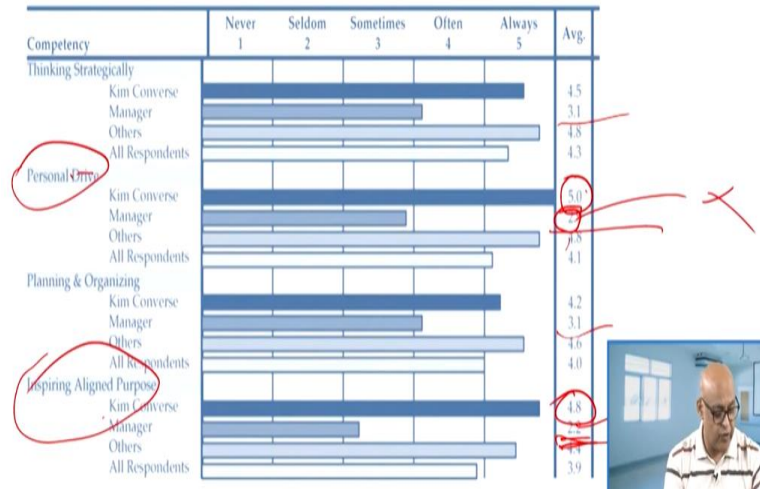
So here, the examples of the 360-degree feedback are here. That these dimensions, which will be you can also note and can apply in your organization. That is, the thinking strategically, personal drive, planning and organizations, and inspiring aligned purposes are there. So, therefore, in that case, these are the dimensions and the statistical thinking how the person is having, the personal drive, planning and organizing and, and inspiring the aligned purposes are there.

Here, this feedback is taken from Kim Converse, the manager, others, and all respondents. And therefore, in that case, we can take the average of this like for example, thinking strategically it is coming 4.5, 3.1, 4.8, 4.3 is there. And when we are talking about the personal drive, it is 5.0, 2.9, 4.8, and 4.1 is there. So, therefore, in the case of the personal drive is concerned. So here it is the 2.9 that has been given by this particular manager.

So therefore, it becomes very important, that is here also we can focus? And the self has been given it is a 50 right. So as far as the Kim is concerned that is you will find that is a 5. Similarly, here the Inspiring aligned purpose is a 4.8 and the manager is given 2.2. So, therefore, a lot of differences is they have been the perception of the manager and others. But what we can gain from here is the others, the others, and all respondents.

And when we are talking about the other and all respondents, then get close to the Kim, whatever the Kim is having about this self and these the others and the all respondents they are having the same. Only the manager is not happy with his with this personal drive and the manager is not happy with the inspiring aligned purposes are there. Now as far as the

planning and organizing is concerned. Yes, here also low and the thinking strategically here also.

So, if you ask me on the basis of this analysis, I can say his manager is not happy with Kim. Somewhere he is having the very bad information, while especially in the case of the personal drive is concerned and whether is a. because you see that the is this personal drive and inspiring aligned purpose. If you ask me for the leadership weightage these are very very important points and in these 2 important points, the manager is saying no.

So, what will you do? Whether you will promote to a leadership position and to Kim or you will not prompt promote the Kim for this particular leadership position? But one thing that you will appreciate here that is the; others in all respondents. In all the four dimensions they have helped to Kim that is the perception is same. So according to me here the manager is not that much supportive however, Kim is doing good and he should be promoted and in the high-level positions is there.

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So here in the all respondents, in the case of the other communication, a compelling vision of the future? Now, as I mentioned it is this manager, he is not happy with Kim. So it is here you however this is 5, 4 – 4, 3.5, 5, 4.3, 4 here you will find it is these many engages people in the mission, vision values, and direction of this organization; fosters a high level of motivation. And therefore, I suggest that is the Kim should I have improved the communication basically.

And the communication enthusiasm, to be built by him in the team or organization when you will be able to build this communication and the team functioning?

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Getting 360 Degree Reviews Right: HBR Study

How do top organization implement 360 Degree feedback that makes the difference?

- They begin by measuring the right skills, relying on empirical research to determine which leadership competencies really make a difference to the performance of their firm, rather than on some senior executive's beliefs about what makes a good manager.
- They take the time to properly explain, both to participants and to the people giving feedback about those participants, why they've going through the exercise and how the data will be used for the participant's development.
- They take the time to properly explain, both to participants and to the people giving feedback about those participants, why they've going through the exercise and how the data will be used for the participant's development.

Because the but again I will say this is a very good example where the bosses are biased, right? And therefore, in that case of the otherwise this 360-degree feedback is studying and that has been very much useful, is there, you can see the importance of this 360-degree the concept right. So here whenever we are talking about this type of analysis so this is to be adopted and to be understood, dear friends.

There is a sometimes bosses are not happy, but rest all the world is happy, how this is possible it means that is the boss is having some problem. So, how do the organization's 360-degree feedback makes the difference? By measuring the right skills, relying on empirical research to determine which leadership competence really makes a difference to the performance of their firm, rather than on some senior executives' belief about what makes a good manager.

So, therefore, in that case, this is the important thing that is the aligning these inspiring in aligning others. So, that is becoming the team is scoring well, they take the time to properly explain both the participants into the people giving feedback about those participants. Why they are going through the exercise and how the data will be used for the participant's development will be there.

So therefore, that will be the use and development of this particular that survive right, so measuring skills. They take the time to properly, explain both to participants and to the

people giving feedback about those participants, why they have going through the exercise and how the data will be used for the participants development. So, therefore about this particular aspect right there that we have to see.

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Getting 360 Degree Reviews Right: HBR Study

How do top organization implement 360 Degree feedback that makes the difference?

- They tailor the results to each individual and to his or her position. Everyone doesn't need to be good at the same things.

- They present each person's results in a way that enables them to digest them constructively and use the data to create a personal plan of development. They make the feedback report itself simple to read, presenting data in a graphical format that is easy to absorb.

Now the top organization implements 360-degree feedback that makes the difference. They tailor the results to each individual and to his or her position. So, therefore, it is a tailor-made program and, in that case, you will find that everyone does not need to be good at the same things. And they present each person's results in a way that enables them to digest them constructively and use the data to create a personal plan of development.

They make the feedback report itself, simple to read presenting data in a graphical format that is easy to absorb his there. So naturally, that is a statistical analysis, basically? So, whenever you are making the analysis, you are making the tabular form. You are very clear will be like we have singing these particular employees' case. So, we were very clear about what is going on?

So, they include a mini employee survey that shows managers the impact of their behaviour on their subordinates. And that in that case, this data you can also use for the development of this manager who is supposed to develop the leadership skills for the team, because he is not able to get work done. **S**o, the impact of their behaviour on their subordinate so what will be the impact on will Kim?

When the manager is like this, the Kim has to be a demotivated he will not perform because there is no appreciation, there is no communication, there is no inspiring. So therefore, in that

case these 360 degrees, which is giving us the message that is it has to be implemented but further research was done.

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720 Degree Feedback

- Considered an "all-round" appraisal, the 720 degree performance appraisal gives an employee more than feedback from one person.

- This appraisal gives the employee a lot of feedback generally from anywhere from 5 to 8 people, to provide the employee with an all round assessment of his or her on the job performance.

- 720 Degree Performance Appraisal 720 degree as the name suggests is 360 degree twice It provide for two round of feedback (a pre and post) or a feedback approach which is done again after nine to twelve months.

And considered an all-round appraisal 720-degree performance appraisal gives an employee more than feedback from one person. And this appraisal gives the employee a lot of feedback generally from five to eight people to provide the employee with all round assessment of his or her on the job performance is there so, in 360-degree, what was that? That is a superior right he was giving, and the subordinate they were giving, and colleague, co-workers they were giving this particular input.

But whenever we are talking about these 720 degrees so, 720-degree performance appraisal right, so as the name suggests is twice it provides for 2 rounds of feedback. So, in 360-degree only we had, now you see that is we are seeing the limitation with 360 degree, which is, I have talked in the previous slide, and that is about that is the people may be biased? But, when you are taking the twice with a period of interval, which is done again after 9 to 12 months.

So, with the time by giving certain time period interval and it is about 9 to 12 months are given and then again, the feedback has been taken. And then again, we find that is, it is showing the same then definitely in that case that will be the part of that is the perfection that is the, yes. These are the finding and we can take the decision on the basis of these findings.

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720 Degree Feedback (Cont.)

Seven stages make up the 720-degree performance appraisal process.

1. Pre appraisal feedback: Before a manager or supervisor sits down with their employee, feedback is collected from all the notable and worthy touchpoints. Managers and HR work to define who these valuable points of feedback are and also work to set targets and goals to go over in the official appraisal.

2. Self-appraisal: How an employee sees themselves matters. Using a self-report questionnaire, employees fill out a performance review on themselves, ranking and rating their strengths, weaknesses, performance, and more.

3. Co- worker/colleague appraisal: Feedback from peers can be very useful in helping employees understand their team impact and contribution to the team dynamic.

Pre appraisal feedback is there; supervisor sits down with their employee feedback is collected from all the notable and worthy touch points. Managers and HR work to define who these valuable points of feedback are and also work to set targets and goals to go over in the official appraisal is there. So therefore, before we going for this evaluation that therefore the pre appraisal feedback is there and what should be the target to achieve?

So later on, one should not say that is target was too much so mutually, discussed and decided. Self-appraisal, an employee sees themselves matters. Using a self-report questionnaire, employees fill out a performance review on themselves, ranking and rating their strengths, weaknesses, performance and more is there. The co-workers and colleague appraisal is there, feedback from the peers can be very useful in helping employees understand their team impact contribution in the team to the team dynamic is there.

And therefore, it becomes very important that is the pre appraisal then self-appraisal is also done by the employee himself. So, because as we have seen in the 360 degree because the 720 is what repetition of the 360 degree. So, the employer should all those parameters, which are the pre decided judge points with the supervisor. So all this judge point will be discussed with the supervisor and then, it will be analysed by the self-evaluation and are preserved by the co-workers are there.

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720 Degree Feedback (Cont.)

4. Customer appraisal: What do customers think of your employee? Customer satisfaction is key to the success of any organization, and having an understanding of your employee's ability to relate well with and serve their customer base is indicative of their overall success in meeting your company goals.

5. Direct report and subordinate appraisal: Getting feedback from the people that your employee manages or oversees is useful in analysing the organizational, communication, motivational, leadership, and delegation skills.

6. Manager or supervisor appraisal: This is one of the most common parts of any performance appraisal system – the performance, responsibilities, and attitude of an employee being assessed by those who oversee their projects and ultimately their job success.

After the co-workers these then next suggested is that is about the customer appraisal. So, what do customer thinks of your employee? Customer satisfaction is keys to the success of any organization, and having an understanding of your employee's ability to relate well with and serve their customer base is indicative of their overall success in meeting your company goals.

Now here, I would also like to add one point, that is even we are not the customer, who is the customer. Customer is not always outsider; the customer is within the organization, also. So from one department information is going to another department. So, the receiver of that particular information is a customer. So, you can even do it, that is whether he is interacting with the other departments in the section. How are the responses?

Direct report and subordinate appraisal, getting feedback from the people that your employee manages or overseas in useful in analyzing the organizational, communication, motivational, leadership, and dedication skills are there. So, therefore, in that case, the subordinates, they can talk about whether the communication is proper or not, and whether the motivation is inspirational or not. He is having does the and he delegates to be subordinates are not as there.

And even naturally whenever we are talking about the managers so the manager is whether he is in satisfied with his, the performance, or they will delivery is taking with the communication also interaction with the supervisor and achieving the targets, so that is can be also appraised.

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720 Degree Feedback (Cont.)

7. Post appraisal feedback: Researchers of the 720-degree appraisal method note that this is its key differentiator between this method and others. This step includes additional guidance to help employees meet their goals and stay in regular communication with their managers.
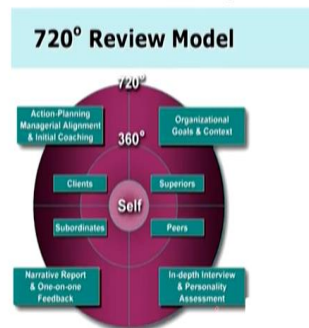
The Post appraisal feedback is which we had in the pre appraisal feedback. Now we are talking about the post appraisal feedback in the seventh step in the first step. Now, whatever has been decided that was decided mutually. So, researchers of the 720-degree appraisal methods note that his is it are key differentiator between these methods and others. This step includes additional guidance to help employees meet their goals and stay in regular communication.

And then debt their managers are there. And in that case, if we are going for this type of the regular communication with their managers then definitely in that case, they will become more and more successful is there. So, when this 720 review method is there, organizational goal then the clients, subordinates, supporters, peers are there. Then we are having about this in-depth interview and personality assessment the clients and the superior and subordinate so all will be uprising this.

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A "360" degree view for individual leadership development

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Purpose

The intention of the study was to investigate how 360-degree feedback might best play a role in leadership preparation and practice improvement. Specifically, the goal was to discover more about how leaders respond to 360-degree feedback exercises and how, from the insights of the sample group, 360-degree processes might be strengthened for maximum impact.

As usual these are some research papers and the book which has been recommended for the further studies and reading at 360-degree view for individual leadership development is there.

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Design/methodology/approach

The paper includes a sample of eight new and emergent leaders at one university in Australia who complete a 360-degree feedback survey. Through semi-structured interviews, they are asked to report on their learning as a result of undertaking the 360-degree exercise. A constant comparison method of data analysis is used to analyse the participants' responses.

Findings

The findings support an incremental theory approach in that participants see the feedback exercise as an opportunity to improve their capabilities and pursue learning goals over time by acting on development items suggested by the feedback. It is posited that support received by participants in undertaking the feedback activity as part of a program of development contributes to the positive response.

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Practical implications

An implication from the findings is that senior staff as participants enter into a feedback process more willingly if they know that the process "counts" (is valued by) the organisation. The study suggests that, whether the feedback largely affirms current practice for the ratee, or identifies areas for improvement, it is most important that the ratee feels comfortable to gain the feedback and to act upon it.

Findings implies a duty of care for organisations using a multi-source feedback tool to ensure the instrument's relevance, contextual clarity, strategic positioning for the process, and a quality of facilitation capable of fostering self-efficacy and growth in participants.

And these, this is the methodology and findings of these then these are the Practical implications.

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Case Study: Starwood Hotels

Starwood Hotels & Resorts Worldwide, Inc. owns, manages and franchises some of the most well-known brands in the hotel industry. With over 1,000 properties and approximately 145,000 employees, Starwood is one of the world's largest hotel companies and one of the well-respected in the industry. Starwood wanted to provide a valuable developmental offering for all leaders across the global organization.

The first step in the 360 feedback implementation process was to make sure the 360 survey items not only included core leadership skills but also those constructs such as critical thinking, emotional intelligence and global perspective.

And this is the case study of the Starwood Hotels, which I will be helping you to understand.

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Case Study:

Questions:

Q1) How the 360 degree evaluation have helped Starwood hotels? Discuss

Q2) If the company want know to move forward with 720 degree evaluation for leadership development. How would you suggest the company to do so?

This type of evaluation have helped Starwood Hotels. And if the company wants to know move forward with 720-degree evaluation for the leadership development, how would you suggest a company to do so?

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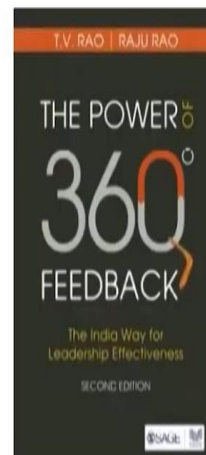
BOOK RECOMMENDATION

The Power of 360 Degree Feedback

Authors: T V RAO, RAJU RAO
Publisher: SAGE Publications IndiaPvt Ltd
Language: English
Paperback: 292 Pages
ISBN: 9788132119692

And this is about the book, The Power of 360-degree feedback by TV RAO, RAJU RAO, which you can refer.
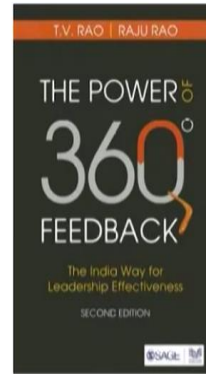
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BOOK RECOMMENDATION

360 Degree Feedback, or multi-rater feedback, is an established HR methodology used in organizations across the world. This book presents in-depth details about the process of developing managers into leaders and outlines methodologies for designing and using a 360 Degree Programme for managers at all levels.

This second edition draws extensively from the authors' own experiences in the last decade since the first edition was published. The book also includes research done using over 8,000 top-level managers whose leadership roles and qualities were profiled using the authors' Roles, Styles, Delegation and Qualities (RSDQ) model.

Lessons from their stories and practices of some of the HR award-winning organizations are presented in this edition. The book also presents a section on the various tools of 360 Degree Feedback for a variety of groups. It is hoped that this edition will give an update of the 360 Degree Feedback the Indian way.

And, these are lessons from their stories and practices some of the HR award-winning organizations are presented in this Edition. So, this book is very much useful.

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These are the references from the text that has been taken, you cannot and go further into details due to further your studies. This is all about that is the how 720-degree appraisal system right leadership is potentially identifying and the self-appraisal both of them are covered so, thank you.