

180/360 DEGREE ASSESSMENT



With a 180/360 degree assessment, the client is rated by colleagues working on the same level as well as on the level above and below him or her in the organizational hierarchy. This is a mapping tool that helps identify the specific fields in which the client wants to improve. Within multi-national corporations, there is a culture for multi-rater assessments. In most cases, coachees working for a multinational company bring their assessments with them. If no multi-rater assessment is performed within a company and the coachee would like to know others' perceptions of him or her, then an assessment can precede the coaching.

Normally, raters are supervisors/bosses, subordinates, peers and clients.

180/360 degree assessments available in the market are extremely sophisticated and use advanced technologies. Ranging between \$200 and several thousand dollars, they offer detailed feedback to the client. In all honesty, sometimes it is completely unnecessary. There are circumstances where two simple questions will suffice: *“What can you learn from him or her? At what does he or she have to improve?”*

If employees and colleagues must complete a long questionnaire, then it is useful to add a few questions that are not included on the standard list but target a specific field where the client especially needs feedback because he or she lacks sufficient competence. I once had a client who was a new leader with a very casual style at work. It was important to include the following question: *“On a scale from 1 to 5, indicate how appropriate you think he is dressed for the given executive level in question.”*

Case Study (Excerpt)



A top-level corporate executive enlisted the services of a coach for a middle-level manager because the latter employed an improper tone. Their dialogue went like this:

Coachee: My boss is wrong. I don't yell at all; he must have a sensitive ear!

Coach: *Will we perform a 360 degree assessment? Would you like to know what your colleagues, staff, and peers like and what they don't appreciate about you?*

Coachee: Sure.

Upon reviewing the feedback forms, he realized that there was room for improvement. Since, he has been controlling his temper which has led to an improvement in the overall corporate climate.

Webpage: <https://www.cx-ray.com/en/solutions/#360>