

360Feedback Process Frequently Asked Questions



What is a 360?

A 360 is when people you work with—like your manager, staff, coworkers, clients and sometimes even elected officials—give you feedback on how you're doing at your job. It helps you see your strengths and areas for improvement from different perspectives. This feedback is often used to support personal and professional growth.



What is the Purpose of a 360?

The purpose of the 360Feedback Process is to **foster self-awareness** and **promote growth** by providing a tool that supports City Leaders in the following ways:

1. **Development:** Use feedback as a developmental tool that fosters sustainable and positive behaviors in alignment with organizational values.
2. **Reinforcement and Recognition:** Recognize and reinforce positive behaviors that drive success in alignment with the organization's vision.
3. **Comprehensive Feedback:** Support City operations by providing feedback on Team City Leaders from many perspectives; including perspectives of Alders, peers, community partners, and direct reports.
4. **Alignment:** Embody the City's [values](#) and [leadership principles](#) by fostering a culture of feedback and continuous improvement within leadership

What are the Benefits of a 360?

1. **Overcoming Bias:** Human biases can hinder self-awareness. The 360-feedback tool helps leaders recognize their strengths and address blind spots by providing insights from various perspectives.
2. **Increases Accuracy of Self-Awareness:** The 360Feedback tool can increase the accuracy of one's awareness by helping individuals to better understand themselves through the experiences and perception of others.
3. **Building a Feedback Culture:** The 360Feedback tool contributes to building a healthy culture by encouraging feedback from all directions; upward, downward, and sideways, to create a culture of psychological safety and trust.
4. **Demonstrating Leadership:** The 360-feedback tool sends a clear message that all feedback and especially upward feedback is valued, encouraging leaders to be open to continuous improvement.
5. **Values-Based Leadership Models:** Team City Leaders model Values-Based Leadership, embodying self-reflection, balance and perspective, humility, and self-confidence. The feedback tool supports these leadership qualities, creating a ripple effect throughout the organization

How is Confidentiality Ensured During a 360?

Each participant will be tasked with identify evaluators in 3 main categories: Direct Reports/Staff, Executive Leaders, Colleagues/Peers.

For each category a minimum of 4 evaluators is required. The minimum of 4 is one way we ensure anonymity. This way people cannot be identified through their writing styles, process of elimination or any other matter. If your Team

City Leader did not provide a minimum required, responses will **only** be included in the overall score and written comments will be excluded from the final report to ensure anonymity.

Additionally, the entire process is managed by our third-party vendor (STAR360) who authorizes the assessment, collects the assessment responses, analyzes the results, and generates the report summaries. **Only** the individual and group final report that is generated on the backend will be shared to out to the participant themselves, the HR-OD Manager, the Leadership Development Specialist, and group reports with the Director of HR, as needed.

Roles and Responsibilities

What is My Role in the 360 Process as a Participant?

The participant's role is to use the 360feedback to reflect on their behaviors, skills, and impact on others. Based on feedback, the participant identifies areas for improvement and sets actionable goals that ensure continual development and enhances their working relationships. They should approach the process with an open mind, being receptive to all types of feedback.

What is My Role in the 360 Process as a Rater/Evaluator?

The rater's role is to offer honest and objective feedback that can guide the participant in making positive changes or reinforcing strong performance areas. Raters should provide feedback in a manner that is supportive and aimed at helping the participant grow. This also involves being aware of any biases and ensuring that their feedback is fair and balanced.

What is Leadership Development Specialist's role in the 360 Process?

The Leadership Development Specialist's role is to serve as the primary point of contact, manage the internal 360Feedback process (e.g.: communications, timelines, evaluation etc.), and serve as a liaison between the organization and the 3rd party vendor, STAR360*.

What is the Role of the vendor, STAR360, the 360 Process?

STAR360 is responsible for processing the 360Questionnaires and generating actionable reports that ensure the confidentiality of all involved stakeholders of the 360Feedback process.

Want to Learn More About the 360 Process?

Reach out to our Leadership Development Specialist at jwinston@cityofmadison.com.