360 Sample Competencies

A quickstart guide with best practices and sample messaging
# Table of contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Introduction</td>
</tr>
<tr>
<td>5</td>
<td>10 key elements of a successful 360 program</td>
</tr>
<tr>
<td>8</td>
<td>Sample messaging and rating scales</td>
</tr>
<tr>
<td>10</td>
<td>360 sample questions</td>
</tr>
<tr>
<td>14</td>
<td>About Qualtrics</td>
</tr>
</tbody>
</table>
Introduction
When designed correctly, 360-degree feedback assessments offer each participant a well-rounded view of their behaviors and performance. They also offer rich and actionable feedback participants can use to improve.

But the truth is that 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 fit 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
TIPS AND BEST PRACTICES

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

3. Make sure the goal of your 360 drives the process. For example, if your 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 stand-alone event.

5. If you don’t already have a culture of feedback, invest time and resources on the front end to 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 competency models.
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.
Sample messaging
and rating scales
[Evaluator Name],

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

**SAMPLE MESSAGING**

**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%
360 Sample 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?
360 Sample questions

LEADERSHIP

9. Translates the company strategy into concrete actions/plans
10. Takes team members’ ideas and opinions into account when making decisions
11. Helps team members resolve work-related problems
12. Holds team members accountable for achieving their objectives

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

COMMUNICATION

13. Actively listens to others
14. Tailors his/her communication to the needs of the audience
15. Communicates clearly and concisely
16. Conveys credibility and expertise when he/she communicates with others

What suggestions do you have to help [Subject’s Name] improve his/her communication?
360 Sample questions

**TEAMWORK**

17. Works effectively in a team
18. Gives constructive and helpful feedback to others
19. Treats others with respect
20. 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**

21. What is [Subject’s Name] greatest strength and what can he/she continue to do to grow?
22. What is [Subject’s Name] greatest opportunity and what can he/she do to improve in the area?
About Qualtrics

QUALTRICS OVERVIEW

The Qualtrics Experience Management Platform™ is a single system of record for all experience data, also called X-data™, allowing organizations to manage the four core experiences of business — customer, product, employee and brand experiences — on one platform. Over 9,000 enterprises worldwide, including more than 80 percent of the Fortune 100 and 99 of the top 100 U.S. business schools rely on Qualtrics.

To learn more, and for a free account, please visit qualtrics.com.

ABOUT QUALTRICS EMPLOYEE EXPERIENCE

Qualtrics Employee Experience helps companies measure employee experiences at every major milestone of the employee lifecycle, prioritize and predict key drivers of engagement and experience, and continuously track and optimize employee experiences to build stronger teams, improve productivity, and cultivate a winning company culture.

Visit qualtrics.com/employee-experience for more info.