**Project I - MGT 320**

**Develop Your Career Potential**

**360-Degree Feedback**

Prior to this project, read the section on performance appraisals, especially the 360 feedback, so you have the context necessary to complete the project.

Whereas most performance appraisal ratings have traditionally come from just one person, the boss, 360-degree feedback is obtained from four sources: the boss, subordinates, peers and coworkers, and the employees themselves. If you do not have a job, you can use family, friends, etc. In this assignment, you will be gathering 360-degree feedback from people that you work with or from a team or group that you are a member of for a class.

**This project should include:**

* **a title page**
* **executive summary**
* **three pages. In the three pages you should summarize the feedback received that includes:** 
  + **the things you should continue doing (strengths)**
  + **the things you should change (areas of improvement)**
  + **a plan of action to address the areas to improve**
  + **All feedback forms should be included with your submission**

Here are some guidelines for obtaining your 360-degree feedback:

***Carefully select respondents***. One of the keys to good 360-degree feedback is getting feedback from the right people. In general, the people you ask for feedback should be ones that interact with you on a regular basis and should have the chance to regularly observe your behavior.

***Get a large enough number of responses***. Obtain feedback from 4-5 people. You can select a current or former boss, co-workers, peers, parents, etc.

***Ensure confidentiality***. Select a “feedback facilitator”. Respondents are much more likely to be honest if they know that their comments are confidential and anonymous. So, when you ask respondents for feedback, have them return their comments to your “feedback facilitator”.

***Explain how the 360-degree feedback will be used*.** In this case, explain that the feedback is for a class assignment, that the results will be used for your own personal growth and development, and that the feedback they give you will not affect your grade or formal assessment at work.

***Ask respondents to make their feedback as specific as possible*.** For instance, “bad attitude” isn’t very good feedback. “Won’t listen to others’ suggestions” is much better because it will let you know how to improve your behavior. Have your respondents use the feedback form below to provide your feedback.

Here’s what you need to turn in for this assignment:

* The names and relationships (boss, peers, subordinates, classmates, teammates) of those whom you’ve asked for feedback.
* The name of the person you’ve asked to be your feedback facilitator.
* The actual paper portion which will include:
  + a summary of the written feedback (this is in addition to the actual filled out forms)
  + your interpretation/reaction of the feedback collected
  + finally your specific goals and action plans for responding to the feedback you received. What can you do with this information? How can it assist you in your growth as a professional?
* Copies of all written feedback that was returned to you. By this, I mean literally copy and paste what was written in each form from each person into your paper. Obviously this portion is not in APA format and is simply a copy of the forms given to you at the bottom of this instruction sheet.

NOTE: This paper is more reflective of your experience and not based on theory or textbook application therefore no evidence of the text is necessary for this paper.

**360-Degree Feedback Form**

As part of a class assignment, I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, am collecting feedback from you about my performance. What you say or write will not affect my grade. The purpose of this assignment is for me to receive honest feedback from the people I work with in order to identify the things I’m doing well and the things that I need to improve. Please be honest and direct in your evaluation.

When you have completed this feedback form, please return it to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. S/he has been selected as my feedback facilitator and is responsible for ensuring that your confidentiality and anonymity are maintained. After all feedback forms have been returned to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, s/he will make sure that your particular responses cannot be identified. Only then will the feedback be shared with me.

**Please provide the following feedback.**

**Continue doing . . .**  
Describe three things that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is doing that are a positive part of his or her performance and that you want him or her to continue doing.



**Start doing . . .**  
Describe three things that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ needs to start doing that would significantly improve his or her performance.



Please make your feedback as specific and behavioral as possible. For instance, "needs to adjust attitude" isn’t very good feedback. “Needs to begin listening to others’ suggestions” is much better because the person now knows exactly how to change his or her behavior, so please be specific. Also, please write more than one sentence per comment. This will help the feedback recipient better understand your comments.