



**Head
Light**

Selecting the Most Appropriate Review Scales for Use in 360-degree Questionnaires

part of our series of Tools

The Talent Cloud Platform

Developing Skills. Encouraging Performance. Boosting Recognition.



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Choose the review scale right for your 360 assessment

This tool contains many of the commonly used rating scales in 360-degree feedback and other review situations.

These scales are neither definitive nor exhaustive but represent many of the scales that we have used and/or encountered, and some are more useful and more readily applied than others.

The following scales are included:

- Competence Scales
- Frequency Scales
- Extent Scales
- Comparison Scales
- Performance Scales
- Developmental Scales
- Qualitative Scales
- Agreement Scales
- Importance Scales
- Satisfaction Scales

Using the scales

When writing 360-degree feedback review questions, first of all select the scale that applies to the purpose of the review and then word the indicators to suit the scale. Do also consider how you can use negatively phrased indicators against these scales. Examples such as *'Relies on one influencing style or tactic'* or *'Disregards feedback from others'* can often provide some of the greatest insight.

We can help you identify which scale(s) might be the most useful for your forthcoming review and how to word the indicators to fit with them.

1 Competence scales

Competence scales		
5 Outstanding Strength	5 Exemplary, Best Possible	6 Outstanding
4 Strength	4 Significant Strength	5 Very Strong
3 Competent	3 Fully Competent	4 Competent
2 Needs Improvement	2 Development Needed	3 Underdeveloped
1 Needs Significant Improvement	1 Weakness	2 Not Developed
		1 Does Not Apply

2 Frequency scales

Frequency scales		
6 100% of the time	6 Almost Always	6 Always
5 90+% of the time	5 Usually	5 Almost Always
4 80+% of the time	4 Often	4 Often
3 70+% of the time	3 Sometimes	3 Sometimes
2 60+% of the time	2 Rarely	2 Almost Never
1 Less than 60% of the time	1 Almost Never	1 Never

3 Extent scales

Extent scales		
7 To an Extremely Large Extent		
6 To a Very Large Extent		6 Completely True Description
5 To a Large Extent	5 Exactly Descriptive	5 Largely True
4 To a Moderate Extent	4 Very Descriptive	4 Somewhat True
3 To a Small Extent	3 Descriptive	3 Not Descriptive
2 To a Very Small Extent	2 Somewhat Descriptive	2 Largely False
1 To an Extremely Small Extent	1 Not Descriptive	1 Completely False Description

4 Comparison scales

Comparison scales		
6 Top 5%		
5 90+% of the time	5 Far Above Average	
4 80+% of the time	4 Above Average	4 One of the Best
3 70+% of the time	3 Average	3 Better than Most
2 60+% of the time	2 Below Average	2 Better than Some
1 Less than 60% of the time	1 Far Below Average	1 Not as Good as Most

5 Performance scales

Performance scales		
6 Exceeds all standards		6 Far Above Requirements
5 Exceeds most, Meets others	5 Far Exceeds	5 Above Requirements
4 Meets most, exceeds others	4 Exceeds	4 Meets Requirements, consistently
3 Meets all standards	3 Meets	3 Meets Requirements, somewhat inconsistently
2 Meets most, below on some	2 Meets Some	2 Below Requirements
1 Below on many	1 Does not Meet	1 Far Below Requirements

6 Developmental scales

Developmental scales		
6 Exceeds all standards		
5 Exceeds most, Meets others	5 Far Exceeds	5 Far Above Requirements
4 Meets most, exceeds others	4 Exceeds	4 Above requirements
3 Meets all standards	3 Meets	3 Meets Requirements
2 Meets most, below on some	2 Meets Some	2 Below Requirements
1 Below on many	1 Does not Meet	1 Far Below Requirements

7 Qualitative scales

Qualitative scales		
6 Extraordinary		
5 Superior		
4 Very Good	4 Outstanding	4 Excellent
3 Good	3 Very Good	3 Good
2 Fair	2 Good	2 Fair
1 Poor	1 Poor	1 Poor

8 Agreement scales

Agreement scales		
7 Completely True	7 Strongly Agree	
6 Somewhat True	6 Agree	
5 Slightly True	5 Mildly Agree	5 Strongly Agree
4 Neither True nor False	4 Neither Agree nor Disagree	4 Agree
3 Slightly False	3 Mildly Disagree	3 Neither Agree nor Disagree
2 Somewhat False	2 Disagree	2 Disagree
1 Completely False	1 Strongly Disagree	1 Strongly Disagree

9 Importance scales

Importance scales		
5 Extremely Important		5 Very Important
4 Important	4 Critical	4 Important
3 Moderately Important	3 Important	3 Somewhat Important
2 Somewhat Important	2 Minor Importance	2 Somewhat Unimportant
1 Not Very Important	1 Not Important	1 Very Unimportant

10 Satisfaction scales

Satisfaction scales		
5 Extremely Satisfied	5 Very Satisfied	
4 Very Satisfied	4 Satisfied	4 Satisfied
3 Moderately Satisfied	3 Neither Satisfied nor Dissatisfied	3 Somewhat Satisfied
2 Slightly Satisfied	2 Dissatisfied	2 Somewhat Dissatisfied
1 Not at all Satisfied	1 Very Dissatisfied	1 Dissatisfied

Next steps

If you would like to take a closer look at how best to create a 360-degree feedback questionnaire, please get in touch.

About Head Light

Head Light is an award-winning talent management and talent retention software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management platform tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our platform that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise. Founded in 2004, we are headquartered in the UK.

Head Light has attained the ISO27001 standard for Information Security.
Certificate No 217613.





How do I...

transition to Continuous Performance Management

How do I...

introduce robust Succession Planning

How do I...

spot High Potentials and Future Leaders

How do I...

boost Recognition

How do I...

drive Engagement through Career Conversations and Development

How do I...

embed new values and improve culture

How do I...

develop Skills of the Future