



**Head
Light**

A Guide for Participants: Who to Choose as a Reviewer for 360-degree Feedback

part of our series of Tools

The Talent Cloud Platform

Developing Skills. Encouraging Performance. Boosting Recognition.





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Who chooses reviewers?

Deciding who will be invited to give comment and feedback on performance and behaviour at work is important – and there is often a conversation about whether reviewers should be selected by the participant or chosen by another person.

If the participant selects the reviewers, there is also a decision to be made as to whether those reviewers need to be 'approved' before being invited.

This document is written to support the participant in his or her choice of reviewer.

Other than you as a participant, who else will be invited?

As the participant you will automatically be invited – as will your line manager.

You now need to consider which of your team, peers and colleagues is also asked. There may also be external suppliers, customers or partners who can comment meaningfully on your work.

Some questions to ask of yourself when deciding whom to ask for feedback

To ensure balanced and useful feedback, you should avoid inviting just those people with whom you get on best.

360-degree feedback is for your personal development and benefit and people usually find that the more constructive and useful comments are provided by people who are not close friends.

You can invite external contacts and partners to provide feedback as long as they have a reasonable amount of contact with you and will be able to comment on most of the competencies.

This list of questions is to help in your thinking:

- With whom have you worked most closely over the past year?
- Have you worked on any projects or matters that are outside your normal remit? Who could provide feedback in this context?
- Have you been trying to improve or develop your performance recently? Who might have observed your efforts in this area?
- What achievements are you most proud of this year? Who would have been in a position to observe and comment on those?
- What aspects of your work could be improved? Who might be able to give you helpful and constructive feedback in these areas, to help increase your future performance?
- Looking at the list of people you could ask, do they all have sufficient contact with you to comment on most of the questions included in the assessment?
- Have I just picked my 'best friends and closest allies'? Am I really giving myself the opportunity to collect balanced and useful feedback?

For how long should you have been working with a potential reviewer?

There are no hard and fast rules as to how long you need to have been working with someone before they are able to provide you with meaningful feedback; this does depend to a certain extent on the depth of contact they have with you.

However, choosing people who have had only a couple of weeks' interactions with you may end up rating many of the items '*not observed/don't know*' which can lessen the usefulness of the feedback.

If you have only been working with an individual for a few weeks, but in this time they have seen you in a number of contexts, have worked very closely with you or will have useful feedback on specific areas of your performance, it might be worth inviting them to rate you anyway. If in doubt, you can discuss this with the individual – highlight the areas that are being measured and ask them whether they feel they could comment appropriately and provide you with meaningful feedback.

Next steps

If you would like to take a closer look at how to get the most from 360-degree feedback, please get in touch.

About Head Light

Head Light is an award-winning talent management 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 software tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our breakthrough software 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.
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introduce robust Succession Planning

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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