# Strategically Develop a 360 Feedback Process Webinar Q&A

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| **Question** | **Answer** |
| What happens when a person only interacts with fewer than the recommended number of raters? Can a 360 feedback still work?  | The value of the 360 feedback process is that confidentiality can be ensured through multiple raters’ feedback. Having fewer than the recommended number of raters involved may erode confidentiality and trust. For individuals who only interact with a handful of people, feedback may be given and received through less formal means, such as through conversations. |
| There is overlapping criteria between development and performance evaluation. How can we mitigate any confusion?  | Communication is key in preventing any confusion or concerns about the overlap between development and performance evaluation. Make it extremely clear that feedback is used solely for development. It can also help to be strategic about the timing of the process. Initiating the 360 far removed from performance review period can prevent employees from conflating the two. |
| How can organizations measure maturity and trust in the feedback loop? | To measure feedback maturity and trust, evaluate the frequency and quality of existing feedback loops. Analyzing engagement survey data to examine scores for feedback quality, development support, and trust can also reveal insights about the current state of your organization's feedback loops. |
| What is the right time to do a 360? We are planning to do this for our management team and we wanted to know what the best practice is. | The most important factor in determining the timing of the 360 is to keep it far removed from performance review period. This can prevent employees from conflating the developmental purpose of the process with performance appraisals. Another consideration is raters' workload. Give raters ample time to think through their responses to maximize the benefits of their feedback. If their workload would interfere with their ability to give thoughtful feedback, you may consider initiating the 360 when raters have more time in their calendars. Finally, if the 360 is conducted alongside another HR program (e.g. high-potential program), the timeline of the two should be aligned.  |
| Does McLean process the ratings as they come in? You mentioned a third party. Who would do that? | We would be the third party! Our software collects the responses as they come in and then reports can be generated at any time after that. We send reminders and don’t pull reports until the end of the time that we have given people to respond. The goal is always to get as many responses as possible. Depending on how your organization wants to do it, either you can pull reports on your leaders’ behalf and send them or leaders can pull reports themselves. When coaching is added on, we usually have the coach pull the report and send to the leader. There are different ways to do it based on your needs. |

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