

INDEX

A

- Accountability issue, 5
- Administering
 - process of 360-degree feedback, 45–46
 - re-administering
 - 360-degree feedback, 65–66
- Administrative (decision-making)
 - function, 14–16
- Anonymity issue, 44
- Antonioni, D., 5, 17
- Atwater, D., 2
- Atwater, L. E., 2, 5, 17, 53, 54

B

- Barbeite, F. G., 54
- Beatty, R. W., 9
- Berke, D., 60
- Berkland, S., 2
- Bias
 - research on rater, 17
 - verbatim*, 45e
- Borman, W., 2
- Bosses. *See* Management
- Bracken, D. W., 14, 15, 21, 24, 27, 45
- Brett, J. F., 5, 17, 53, 54
- Brutus, S., 4, 5, 16, 18

C

- Cartier, T., 2
 - CCL
 - anonymity measures used by, 44
 - Developing Leadership Talent program
 - of, 60
 - feedback coach recommendation by, 4–5
 - feedback reports with developmental planning guide used by, 48
 - ownership of the data survey conducted by, 4
 - recommendation for ongoing 360-degree process, 66
 - SBI (situation-behavior-impact method) recommended by, 9e
 - SKILLSCOPE instrument used by, 49
 - on 360-degree feedback development role, 11e, 17, 18, 22
 - 360-degree feedback process used by, 3e–4, 5
- Chao, G., 16, 45
 - Chappelow, C. T., 36, 40
 - Charles, A. C., 5, 17, 53, 54
 - Checklists

- Checklists (*continued*)
- Choosing a Developmental Focus:
 - Checklist for Participants, 58e
 - Customized Instrument, 38e
 - Instrument Integrity, 31e
 - Organizational Support for Development, 55e
 - Participant and Organization Preparation, 41e
 - Rater Preparation, 43e
 - Selecting a Feedback Tool, 32e–35e
 - Standardized Instrument, 37e
 - See also* Worksheets
 - Choosing 360: A Guide to Evaluating Multi-Rater Feedback Instruments for Management Development* (Van Velsor, Leslie, & Fleenor), 29
 - Choosing a Developmental Focus:
 - Checklist for Participants, 58e
 - Communication
 - on organization expectations of employees, 6
 - for reporting evaluation, 61
 - Competency scale training, 42
 - Confidentiality issue, 5, 40
 - Customized Instrument Checklist, 38e
 - Customized instrument tools, 36–38
- D**
- Dalessio, A., 16
 - Dalton, M. A., 14, 18
 - Data
 - confidentiality of, 5, 40
 - instruments used to collect, 29e, 31e, 32e–35e, 37e, 38e
 - Data analysis
 - creating norms for, 67
 - for evaluation of 360-degree feedback, 61
 - Data collection
 - for evaluating 360-degree feedback impact, 61
 - instruments used for, 29e, 31e, 32e–35e, 37e, 38e
 - Delivering 360-degree feedback
 - combining feedback session types, 51
 - facilitating a one-on-one feedback session, 49–51
 - facilitating group feedback session, 47–49e
 - leveraging group reports, 52
 - Derayeh, M., 4, 5, 18
 - Designing 360-degree feedback
 - gaining upper management buy-in, 28–29
 - instruments, 29–33e
 - issues to consider for, 28
 - Developing Leadership Talent program (CC!), 60
 - Development plans
 - elements of, 58–60
 - integrated for continuous learning, 60
 - setting goals as part of, 57–58e
 - as success factor, 57
 - DeVries, D., 2
 - Drath, W. H., 8
- E**
- Employees
 - communicating expectations to, 6
 - encouraging continuous learning by, 6–7
 - feedback for performance appraisal and selection of, 14–16
 - prior 360 feedback experience by, 25
 - 360-degree feedback
 - to broaden behavior awareness of, 12–13
 - See also* Participants

Evaluating the Impact of Leadership Development (Hannum & Martineau), 61

Evaluation

CCL recommendations on four-step, 61
framework on four levels of, 62e–63e

F

Feedback

definition of, 1
importance of multiple perspectives, 8–10
as ongoing process, 59
stimulus for change functions of, 1
variations among multiple raters, 10e
See also 360-degree feedback

Feedback coaches

CCL recommendation on using, 4–5
one-on-one feedback session questions asked by, 50–51

Feedback sessions

combining types of, 51
facilitating group, 47–49e
facilitating one-on-one, 49–51

Feedback to Managers (Leslie & Fleenor), 29

Feedback to Managers, Volume II (Van Velsor and Leslie), 2

Flautt, R., 5, 54

Fleenor, J. W., 16, 24, 27, 45

Follow-up process, 60–61

Frame-of-reference training, 43

G

Goal setting

for developmental focus, 57–58e
for 360-degree feedback initiatives, 21–22

Goldsmith, M., 60

Group feedback sessions

facilitating, 47–48
sample agenda for, 49e

Group reports, 52

H

Hannum, K., 61

Hazucha, J., 54, 55

Healy, M. C., 54

Hedge, J., 2

Hezlett, S., 54, 55

HRIS (HR information system) database, 26

Human Resource Management (Tornow), 2

I

Implementing 360-degree feedback

administering and processing results, 45–46

assessing organizational readiness for, 22–27e

considerations for, 20e–21e

designing the process, 28

gaining upper management buy-in and direction for, 28–29

instruments for, 29–38e

preparing participants, 39–45

setting goals, 21–22e

Instrument Integrity Checklist, 31e

Instrument reactivity, 66

Instruments

integrity checklist for, 31e

Selecting a Feedback Tool Checklist, 32e–35e

SKILLSCOPE, 49

sources for selecting, 29e

standardized or customized, 36–38e

IT (information technology), 26

See also Technology

J

Jako, R. A., 14

K

Kaplan, R. E., 8

Kirkpatrick, D. L., 63

Kofodimos, J. R., 8

Kossler, M. E., 60

Kozlowski, S., 16, 45

Kucine, I., 5, 54

L

Leadership development

CCL's approach to feedback for, 11*e*, 17,
18, 22, 48

role of 360-degree feedback in, 11–14,
16–17

Learning

development plan on strategies for,
58–59

integrating development plans for
continuous, 60

Leslie, J. B., 2, 67

Leveraging group
reports, 52

London, M., 2, 5, 9, 16,
17, 54

Luthans, F., 5

M

Management

gaining support of,
28–29, 55–56

preparing, 39

sample plan for creating support
of, 56*e*

Martineau, J., 61

Maurer, T. J., 54

McCall, M., 2

McCauley, C. D., 6, 10, 14

McDonald, R. A., 11*e*, 54

Mitchell, D., 54

Morrison, A., 2

Morrison, R., 16, 45

Moxley, R., 6, 10

N

Norms, 67

O

One-on-one feedback sessions, 49–51

Ongoing feedback process, 59

Online Readiness Worksheet, 27*e*

Organizational Readiness Worksheet, 24*e*

Organizational Support for Development
Checklist, 55*e*

Organizations

assessing readiness for 360-degree
feedback, 22–27*e*

communicating expectations of
employees by, 6

360-degree feedback support of,
53–55*e*

360-degree feedback supporting values
of, 13*e*

360-degree feedback to broaden
behavior awareness by, 12–13

Ownership of the data,
4–5

P

Participant and Organization Preparation
Checklist, 41*e*

Participants

accountability of, 5

Choosing a Developmental Focus:
Checklist for Participants, 58*e*

credibility and commitment of, 5–6

identifying and preparing the, 40

instrument reactivity
of, 66
See also Employees; Raters
Percentile rankings, 67
Performance appraisal, 14–16
Peterson, S. J., 5
Pollman, V. A., 14

Q

Questionnaires, 44

R

Rater Preparation Checklist, 43e
Raters
anonymity of, 44–45
choosing and preparing the, 42
competency scale training of, 42
explaining outcomes of the process to,
43–44
feedback variations among multiple,
10e
frame-of-reference training of, 42
identifying and preparing the, 40
perceptions of, 42
research on bias, 17
verbatim bias of written comments by,
45e
See also Participants
Ratings
agreement between self-ratings and
other, 67–68
creating norms for, 67
Reilly, R. R., 2
Rose, D. S., 24

S

SBI (situation-behavior-impact method), 9e
Schneider, R. J., 54, 55
Seifert, C. F., 54

Selecting a Feedback Tool Checklist,
32e–35e
Self-ratings, 67–68
Senior management
gaining support of,
28–29, 55–56
preparing, 39
sample plan for creating support of, 56e
Setting goals
for developmental focus, 57–58e
for 360-degree feedback initiatives,
21–22
SKILLSCOPE instrument, 49
Smither, J. W., 2, 5, 16, 54
Standard scores, 67
Standardized Instrument Checklist, 36,
37e
Success factors
development plans, 57–60
evaluating the process, 61–63
follow-up, 60–61
getting and using the boss's support,
55–56
organizational support as, 53–55
Summers, L., 24, 27, 45

T

Taylor, S., 67
Technology
organizational culture supporting, 25
organizational sophistication regarding,
25–26
See also IT (information technology)
Temporal validity, 66
Testa, M. R., 2, 6
360-degree feedback
CCL process for, 7
components of the, 3e–4
creating norms for, 67
delivering, 47–52

- 360-degree feedback (*continued*)
 - ensuring success of, 53–63
 - future of, 68
 - implementing the, 19–46
 - origins and increasing use of, 2
 - other labels used for, 3
 - re-administering, 65–66
 - reasons for using, 7–8*e*
 - SBI (situation-behavior-impact method) approach to, 9*e*
 - See also* Feedback
 - 360-degree feedback benefits
 - administrative (decision-making), 14–16
 - broadening behavior awareness of employees, 12–13
 - communicating organization expectations as, 6
 - encouraging continuous learning as, 6–7
 - leadership development, 11–14, 16–17
 - supporting organizational values, 13*e*
 - 360-Degree Feedback Goals Worksheet, 22*e*
 - 360-degree feedback initiatives
 - assessing organizational readiness for, 22–27*e*
 - setting goals for, 21–22
 - 360-degree feedback issues
 - accountability of participants, 5
 - credibility and commitment, 5–6
 - ownership of the data, 4–5
 - Timmreck, C., 14, 15, 45
 - Tornow, W., 2
- ## U
- Underhill, B., 60
 - Upward Feedback Forum, 14
- ## V
- Van Velsor, E., 2, 5, 67
 - Vargas, Y., 5, 54
 - Verbatim bias* issue, 45*e*
- ## W
- Wakefield, M., 60
 - Waldman, D. A., 2, 17
 - Walker, A. G., 2
 - Walsh, A. B., 54
 - Worksheets
 - Online Readiness, 27*e*
 - Organizational Readiness, 24*e*
 - 360-Degree Feedback Goals, 22*e*
 - See also* Checklists
- ## Y
- Yukl, G., 54