



Knowledge to lead

Developing a 360 Degree Feedback

Step by Step

1. Define a "Competency Model" to work from: list the competencies you want to consider and define them. You can choose an existing model or create a new one, but remember that it is not worth re-inventing the wheel. See below some examples of skills to consider at different levels.
2. Define "the core" of your Competency Model, by determining the aspects that are the same for all employees, no matter their function and level (e.g. aspects related to the mission and vision).
3. Distinguish 3 or 4 hierarchical levels inside your organization (e.g. Upper – Middle – Lower level).
4. Define competencies which apply to everybody (e.g. "Interpersonal Skills"), but with some differences in the expectations and requirements according to the different levels.
5. Define competencies relevant only at some levels (e.g. "Building Talent" is not a crucial competence for non-manager employees).

Considering different skills at different levels

While developing a 360 degree Feedback that will be addressed to people at different levels, remember that the skills required at a certain level may be different than the skills needed to succeed at another level. Below you find some suggestions concerning which skills to consider at the different levels:

Vision, Strategy, Inspiration

- **Upper Lever**
This area is crucial.
- **Middle Level**
Only some items of this area should be taken into account.
- **Lower Level**
This area should not be encompassed.



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Teambuilding and Relationship Building

- **Upper Level**
Many skills belonging to this area should be included at this level. However, it is important to focus on the ability of encouraging cooperation between business units and of establishing partnerships rather than on the skills required at the middle level.
- **Middle Level**
Skills such as conflict resolution, team management, and the ability of encouraging team effectiveness are crucial at this level.
- **Lower Level**
Skills such as team working and cooperating should be included at this level.

Task Management and Execution

- **Upper Level**
Skills related to achieving results are paramount at this level.
- **Middle Level**
Many skills of this area should be taken into consideration but the most basic ones should be excluded.
- **Lower Level**
Many skills of this area should be included, especially those focused on task management and job performance.



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