



"Quick Tips- Potential Pitfalls of the 360 Process"

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- Dedicating inadequate attention or care to the feedback process (i.e., carefully reviewing and accurately interpreting results with participants).
- Indirectly or directly sending the message that feedback is a unique event rather than an ongoing process.
- Neglecting feedback or not applying it to development efforts may cause raters to feel efforts were wasted.
- Avoiding setting specific development goals & action plans based on the feedback.
- Basing feedback on recent critical incidents (positive or negative) rather than the individual's entire body of work for the rating period.
- Halo effects and "one-time jerk effects" could be observed if the rater is not considering the person's performance over time.
- Sending unsupportive cultural signals. If the culture is not supportive, the participants will be afraid to be candid and results will not have value.
- Neglecting to clarify the purpose and expectations of 360° feedback. This step is critical in order to allay fears and correct misperceptions.
- Providing inaccurate feedback because raters are fearful of or hesitant to provide negative feedback. Peers may be in the best position to evaluate each other after working closely together but are afraid of damaging relationships.
- Using the 360° process to scapegoat, blame, or single out individuals negatively rather than for constructive enhancement.

By paying close attention to potential pitfalls and addressing each one carefully, you can realize individual and organizational improvements via the 360° process. Your

organization, your employees, and your bottom line can benefit.