

How to Design a 360-Degree Assessment



Many of our clients come to us with an idea of what they want to cover in a 360-degree assessment, but without having any questions written. We have a process to help in the assessment creation – a way that can show your thinking at each step.

Step 1: Selecting A Draft Question Set

Start with a list of sample questions; the list we generally use is in an Excel file format, and has about 160 questions, organized by topics / competencies. If you would like access to this sample library, [click here \(Excel Spreadsheet\)](#).

Tag your questions: Go through the list of questions, and tag the questions you have an interest in. We suggest that you tag about 45 – 50 questions. An assessment of that length allows raters to take the assessment in 10 – 12 minutes, while providing a depth of feedback that is useful and understandable to the participant. Rename Sheet 1 to Step 1.

Topic	Questions	Selected
Agility	Is flexible in addressing anticipated and unanticipated obstacles	
Agility	Able to function effectively even when things are chaotic or confusing	
Agility	Effectively adjusts to situations that need rapid resolution	x
Agility	Is flexible in dealing with changing conditions	x
Agility	Manages multiple projects without a decrease in productivity or quality	
Agility	Shows resilience in the face of constraints and frustrations	x
Approach	Accepts responsibility for mistakes	
Approach	Acts fairly and does not play favorites	
Approach	Brings conflicts and disagreements into the open and attempts to resolve them collaboratively	
Approach	Is committed to continuous improvement of services	
Approach	Maintains a sense of urgency, which is communicated to others	x
Approach	Persists in achieving goals despite obstacles and opposition	
Approach	Consistently uses positive approach in working with people, challenges or problems	
Change Management	Proactively translates good ideas into practical solutions	x
Change Management	Able to adjust to changing circumstances	
Change Management	Adjusts to changing work requirements	
Change Management	Copes with unclear lines of authority and ambiguous situations	
Change Management	Encourages others to put forward ideas and solutions	
Coaching and Developing Others	Recognizes others' efforts and progress	x
Collaboration	When working with others, looks to add value	



Sort your questions and copy to new worksheet: Divide the questions into the tagged and non-tagged questions. Create a new tab at the bottom of the spreadsheet called Step 2, and copy the list of tagged questions into this tab. Now, sort the tagged questions by topic area.

Topic	Questions	
Agility	Shows resilience in the face of constraints and frustrations	
Agility	Effectively adjusts to situations that need rapid resolution	
Agility	Is flexible in dealing with changing conditions	
Approach	Maintains a sense of urgency, which is communicated to others	
Change Management	Proactively translates good ideas into practical solutions	
Coaching and Developing Others	Recognizes others' efforts and progress	
Collaboration	When working with others, looks to add value	
Collaboration	Effectively addresses and resolves conflict	
Communication	Effectively shares the rationale behind his/her decisions/conclusions	
Innovation	Effectively communicates a shared vision of the future	
Innovation	Generates solutions that do not depend on business as usual experience and thinking	
Leadership	Gives credit to others for their achievements	
Leadership	Insists on excellence	
People Management	Encourages and supports staff in developing their skills	
Problem Solving / Decision Making	Makes effective decisions in a timely manner	
Problem Solving / Decision Making	Seeks to gain a thorough understanding of problems by effective questioning and probing	
Results Driven	Clarifies expectations and holds people accountable for getting results	
Results Driven	Works with a sense of urgency and deliberate speed to accomplish quality results	
Self Leadership	Consistently uses positive approach in working with people, challenges or problems	
Self Leadership	Manages his/her own emotions appropriately	

Step 2: Review The Draft Question List

Eliminate questions that are too similar: You don't want multiple questions that are basically covering the same content.

Even out your topics: Are there approximately the same number of questions per competency (3 – 5, 4 – 6, 5 – 7)? If not, move some of the questions from topics that have too many questions to ones that have too few questions (if it makes sense from a content perspective). For example, the question “Maintains a sense of urgency, which is communicated to others” can feasibly go under the Approach or Communication Topic areas without compromising the integrity of the assessment instrument. You can detail these changes in column C prior to making them if you like.

Topic	Questions	Changes
Agility	Shows resilience in the face of constraints and frustrations	change to approach
Agility	Effectively adjusts to situations that need rapid resolution	change to approach
Agility	Is flexible in dealing with changing conditions	delete
Approach	Maintains a sense of urgency, which is communicated to others	
Change Management	Proactively translates good ideas into practical solutions	change to approach
Coaching and Developing Others	Recognizes others' efforts and progress	change to approach
Collaboration	When working with others, looks to add value	
Collaboration	Effectively addresses and resolves conflict	
Communication	Effectively shares the rationale behind his/her decisions/conclusions	
Innovation	Effectively communicates a shared vision of the future	
Innovation	Generates solutions that do not depend on business as usual experience and thinking	
Leadership	Gives credit to others for their achievements	
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Results Driven	Works with a sense of urgency and deliberate speed to accomplish quality results	
Self Leadership	Consistently uses positive approach in working with people, challenges or problems	change to approach
Self Leadership	Manages his/her own emotions appropriately	change to approach

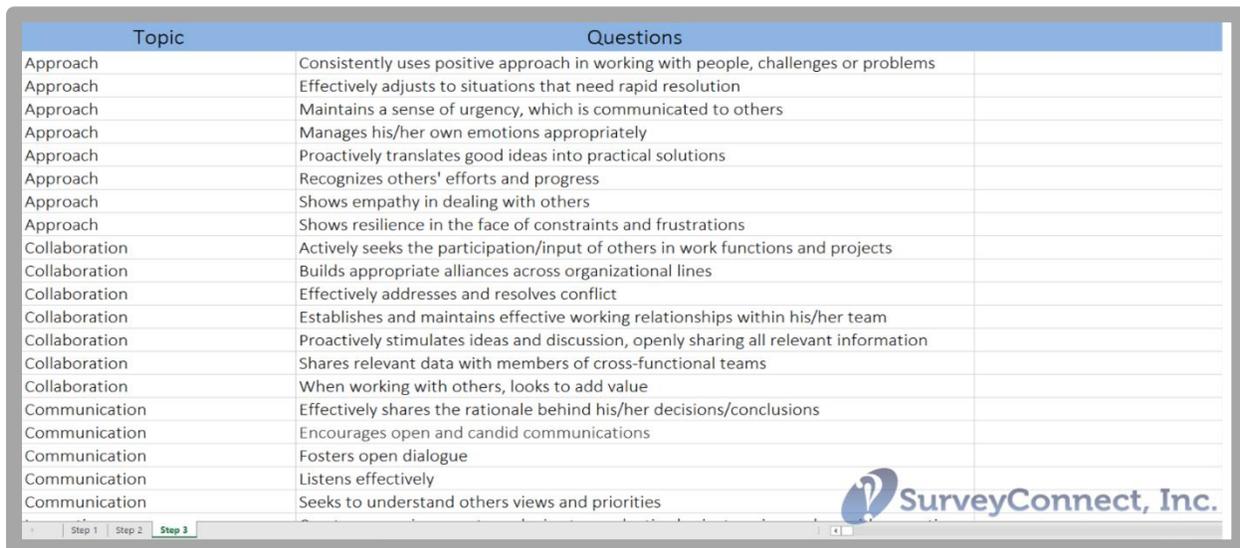
Step 3: Continue to Review

Copy your assessment to a new worksheet and re-review: Take the entire spreadsheet under the Step 2 tab, and copy it in to a new tab (called Step 3). This is your new draft assessment.

Once again, review the assessment. Look for duplicates, see if the topic areas are weighted evenly, make sure that questions start with an active verb, and that you have covered all important areas of needed feedback.

If some of the topic areas still have too few questions, you might decide to go back to the first tab and look at the questions that weren't originally selected to see if a few of them should be added to the assessment.

Topic	Questions
Approach	Consistently uses positive approach in working with people, challenges or problems
Approach	Effectively adjusts to situations that need rapid resolution
Approach	Maintains a sense of urgency, which is communicated to others
Approach	Manages his/her own emotions appropriately
Approach	Proactively translates good ideas into practical solutions
Approach	Recognizes others' efforts and progress
Approach	Shows empathy in dealing with others
Approach	Shows resilience in the face of constraints and frustrations
Collaboration	Actively seeks the participation/input of others in work functions and projects
Collaboration	Builds appropriate alliances across organizational lines
Collaboration	Effectively addresses and resolves conflict
Collaboration	Establishes and maintains effective working relationships within his/her team
Collaboration	Proactively stimulates ideas and discussion, openly sharing all relevant information
Collaboration	Shares relevant data with members of cross-functional teams
Collaboration	When working with others, looks to add value
Communication	Effectively shares the rationale behind his/her decisions/conclusions
Communication	Encourages open and candid communications
Communication	Fosters open dialogue
Communication	Listens effectively
Communication	Seeks to understand others views and priorities



Step 4: Final Review

Typically, you'll have a completed assessment at either Step 3 or Step 4 (but you can keep modifying if you like). What we find, is that by following this process you can explain how you moved from the original list to the final version, and you can also easily walk yourself back to a previous step if needed.

For more 360 information and examples, visit us at www.surveyconnect.com/resources