

# **360 evaluations: Do they add to the Assessment Centre process?**

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# Setting of the research study

- South African travel agency
- All female
- n=19 (very small sample)
- National development programme
- Two other assessments used:
  - PPA (behaviour)
  - TEIQue (emotional intelligence)



# What does the 360 measure?

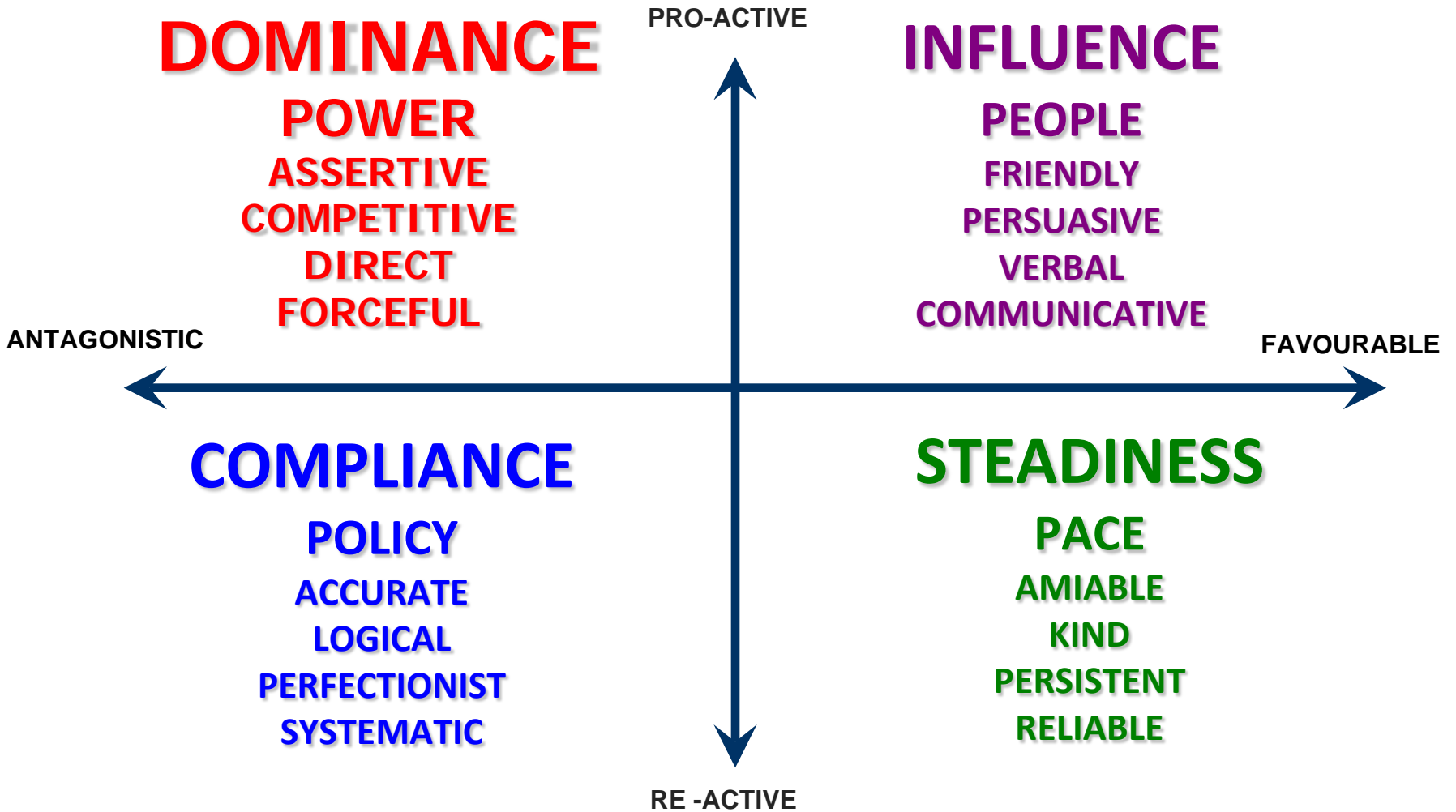
- Investigate whether the 360 adds value to clients, and to the assessment centre process
- Past research links 360 feedback to a variety of positive results
- Improved behaviour and self-awareness; performance increase; growth of skills  
(Atwater, Waldman & Brett, 2002)
- Other studies have questioned the actual usefulness of 360 degree feedback, stating that there is little evidence to show consistent performance improvement (Seifert et al., 2003)

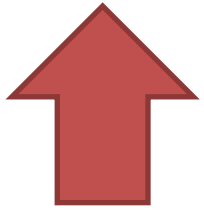
# Does the 360 add value?

- Not possible to obtain performance ratings/assessment centre ratings to approach this question
- Qualitative/questionnaire approach, assessing the usefulness of the 360
- Questionnaires distributed 9-12 months after 360 feedback
- Assessing participants' subjective perceptions of efficacy, personal growth, performance and teamwork

# Qualitative comments and psychometric results

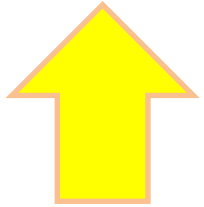
- There seemed to be a strange co-incidence between 360 qualitative comments and the behavioural assessment (PPA)
- To a lesser extent, the EI assessment (TEIQue) also
- Added to questionnaire data by investigating the relationship between the 360 qualitative comments and psychometric test results





**D**

**“Incredibly high level of motivation”**  
**“Driven”**  
**“Likes to be in control”**



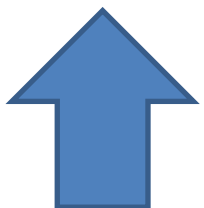
**I**

**“Fun”**  
**“Positiveness in the workplace”**  
**“Speaks with enthusiasm and confidence”**



**S**

**“Always helps”**  
**“Good in assisting others”**  
**“Patient”**



**C**

**“Vast amount of knowledge”**  
**“High standards”**  
**“Follows company rules”**



# Research questions

1. What are the findings from the questionnaire?
2. Do the qualitative comments (strengths and limitations) from the 360 correlate with the quantitative psychometric results?



# About the Thomas 360

- Web-based
- Management talent development programme
  - used the leadership 360 which measures nine competencies:
    - Vision
    - Impact
    - Influence
    - Drive
    - Commercial Awareness
    - Communication
    - Teamwork
    - Organisation
    - Problem Solving

# About the Thomas 360

Three sections:

1. 7-point Likert scale questions to assess competencies (self vs external scores)
2. Section to rate competencies in terms of importance for the job role
3. Qualitative section to discuss Strengths and Limitations

# Methodology

- Frequencies and qualitative comments from questionnaires
- Content analysis of 360 qualitative responses
- Correlation



# Questionnaire results

**71% felt that the 360 intervention was beneficial**

“Self reflection – how team sees me differs from how I see myself”

“I learnt where I needed to focus to help my team”

# Questionnaire results

**71% felt that they had experienced personal growth, since the 360 intervention**

**“Makes me more approachable for advice”**

**“I have noticed some growth from what I have learnt but I would’ve liked more guidance and follow-up training from senior management as well as more positive input from the team when I do something right”**

**“I’ve realised that some employees do not perceive your intentions as you intend them to, and that everyone has different opinions on one”**

# Questionnaire results

**86% felt that they had improved their performance at work**

*“But I can’t really confirm that it is due to this exercise”*

*“As a manager, yes – I am able to distinguish between being kind and being a push-over”*

*“To a degree, but honestly not as much as I would have liked”*

# Questionnaire results

**57% noticed a change in their manager/team**

**“My manager now understands which communication channels suit me best”**

**“Team is extremely motivated, great camaraderie, and we are working hard but playing hard too”**

**“Great teamwork and communication”**



# ***The Content Analysis***

# Qualitative comments and psychometric results

- Deductive content analysis to examine the 360 qualitative comments
- Preconceived categories:

High D	High I	High S	High C
Low D	Low I	Low S	Low C
- Purpose – exploratory
- One rater – psychologist who had not seen the PPA's prior to rating

# Correlation results (Spearman's)

- Significant correlations between content analysis codings and factors on the PPA
- “*High D*” and “*High I*” from the content analysis correlated higher with the PPA
- **Reason?** These behaviours are more obvious
- Also some correlations with the emotional intelligence assessment
- E.g. those with “high D” qualitative comments have significantly lower scores on stress management ( $p < .01$ )

# Conclusion

- Questionnaire responses showed evidence of improved communication and self-awareness
- The role of the “other” as a mirror
- Crucial to provide support to implement changes



**“Sometimes you can't see yourself clearly until you see yourself through the eyes of others.”**

- Ellen DeGeneres

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**Thank you!**



# References

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