

Key Questions for 360 Questionnaires

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Here is a set of really important questions for 360 Feedback. Every 360 questionnaire ought to contain some of them.

The key questions are derived from a much larger sample, and a database of few hundred 360 questionnaires completed in a diversity of organisations. To find the 360 questions which really matter, we used statistical techniques to identify the particular questions which...

- a) Demonstrate a good range of poor to good ratings, and also
- b) Correlated well with other questions, and made meaningful clusters.

When designing your 360 questionnaire we suggest...

- The questionnaire contains at least two key questions from each cluster. Then, you can be confident the questionnaire has no significant omissions.
- You remove a question if it's similar to another. Duplication makes a questionnaire longer, and muddles feedback if similar questions associated with different competencies.
- Keep your questions quite short. Lengthy, complex questions take time to think about and answer. Today's managers are really busy, and somewhat impatient!
- Avoid the use of commas, "and", "appropriately", "when necessary", etc..., all those produce ambiguous feedback.

Ideas and advice

If you're unsure about how to use the Key Questions, would like a little advice, or a few ideas, please call me on 07976 373 562, or e-mail me at peter.goodge@NextHR.co.uk.

Key Questions List

Cluster 1: Emotional Intelligence questions

- Reviewing his/her performance objectively
- Working well with everyone
- Winning people over with clear, persuasive arguments



- Listening, learning and responding to customers
- Appreciating his/her own strengths and weaknesses

Cluster 2: Stretching People questions

- Providing new challenges and responsibilities for his/her people
- Coaching and developing the people who work for him/her
- Encouraging people to learn, and to acquire new skills
- Providing people with direction and purpose
- Encouraging new ways of looking at the business

Cluster 3: Smart Business Decisions questions

- Thinking through priorities and resource issues
- Sequencing activities into well organized, logical projects
- Making a significant contribution to business strategy and planning
- Using financial data - seeing its implications
- Making sound, insightful evaluations of business proposals

Cluster 4: Empowering Others questions

- Recognizing that failures are, in part, his/her fault
- Taking personal responsibility when things go wrong
- Admitting to his/her mistakes
- Motivating others through involvement, praise and attention
- Giving people the power to make decisions

Cluster 5: Initiating Action questions

- Taking action without waiting to be asked to
- Using his/her time appropriately and efficiently
- Planning his/her work ahead - leaving nothing to chance
- Making it easier for people to do things differently
- Leading confidently from the front

Cluster 6: Building Relationships questions

- Asking people for their views and ideas
- Regularly asking people for their views and ideas
- Listening to other's views and suggestions
- Asking for feedback on his/her performance
- Praising others' ideas and contributions



More information

If you'd like to know more about our approach to 360 Feedback, our experience, and our clients please see www.nexthr.co.uk/360_feedback.htm.

Our very popular online 360 Handbook might be very useful to you. It's at www.nexthr.co.uk/handbook2011.

