



Single Scale vs. Dual Scale 360 Surveys

Single scale assessment method presents several practices then asks the rater to choose a frequency level or level of effectiveness for each behavior. Single scale assessments produce an average numeric score for each practice.

Single scale 360 degree feedback surveys are normally given to a learner's manager, staff, co-workers, customers or team members. Learners typically distribute between 5 and 12 of these surveys. The results of these surveys focus more on the person's traits, tendencies, habits or preferences; they may provide answers to the question, "Who am I?" rather than "How effectively am I performing." While excellent for building self-awareness, they may not provide information about which specific practices are effective and which practices are ineffective.

Advantages to single scale feedback surveys:

- Can be quick for raters to complete
- Feedback results allow comparison with others in the organization or normative group for each practice. This may not be desirable to the person receiving feedback, and can impede the motivation for change.

The Dual scale assessment presents several practices and asks two questions:

- How often does it occur? (Current conditions)
- How often should it occur?
- (Expected condition)

A point value is assigned to each frequency. For each practice, the numeric difference between the two responses is calculated. This numeric difference is commonly called the gap size. The responses from the raters are combined to produce an average gap size for each practice. The average gap size becomes the main indicator of effectiveness. The smaller the average gap size, the more effective the behavior. The larger the average gap size, the greater the need for change.

Advantages of the Dual scale method include less threat to the person completing the survey.

- The responses reflect the real and immediate needs and expectations of the rater.
- Normative scores are not calculated with the Dual scale. Feedback is primarily viewed as information that can effect behavior change.

360 Degree Assessment surveys give trainers a practical tool to measure the degree of change or improvement that has occurred after training. Proving that change has occurred involves measuring something twice.

Develop a design for your training program that includes a pre-test and a post-test.

- Get surveys to participants 3-5 weeks before the workshop or training program
- Follow up with participants about missing surveys
- Score survey results 2-3 days before the workshop or training program.
- It is important to establish a realistic time schedule for each 360 Degree Assessment survey

Plan to have the immediate managers involved as much as possible. Invest time in a briefing meeting with the managers.

Newer, shorter 15-40 question surveys cost \$40.00 to \$95.00 for processing. Feedback is more focused, related to one or two major skill areas that can be targeted for improvement.

Facilitation of Feedback results can be done by a well-trained internal specialist or by hiring an external consultant who is familiar with the survey design and knows how to help feedback recipients navigate the process. If the strategy is to use a short 360 Degree Assessment survey as a key part of a training program, the follow up can generally be done internally.