

**MSS SUCCESS SPACES**

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360-DEGREE FEEDBACK TRAINING IN THE PHILIPPINES

Designing, Implementing, Administering, Interpreting, and Maximizing Multi-Rater Feedback for Leadership Development, Talent Management, Performance Improvement, and Organizational Excellence

A Practical and Customizable Corporate Training Program by Making Strong Success (MSS) Corporation

TRAINING OVERVIEW

Organizations invest significant resources in recruiting talented employees, developing competent leaders, strengthening management capabilities, improving employee engagement, and building high-performing teams. Yet despite these investments, many organizations continue to struggle with recurring leadership issues, communication breakdowns, low accountability, interpersonal conflicts, inconsistent management practices, declining employee engagement, and unrealized leadership potential.

One of the most common reasons is that employees, supervisors, managers, and executives often receive only limited feedback regarding how they actually perform in the workplace.

Traditional performance appraisal systems typically rely on feedback from only one individual—usually the immediate supervisor. While supervisors play a vital role in evaluating performance, no single person can observe every interaction, decision, communication style, leadership behavior, coaching conversation, customer engagement, or collaborative effort that occurs throughout the organization. Leaders interact daily with peers, direct reports, project teams, cross-functional colleagues, internal clients, external customers, suppliers, and other stakeholders. Each of these individuals experiences different aspects of the leader's workplace behavior and can provide valuable insights that may not be visible to a single evaluator.

This is where a well-designed **360-Degree Feedback System**, also known as **360-Degree Evaluation**, **Multi-Rater Feedback**, **Multi-Source Feedback**, or **Multi-Source Assessment**, becomes one of the most powerful organizational development and leadership development tools available.

A 360-degree feedback process gathers structured feedback from multiple sources who regularly work with the participant. Depending on organizational requirements, feedback may come from:

- Immediate supervisors
- Senior leaders
- Peers
- Direct reports
- Cross-functional colleagues
- Project team members
- Internal customers
- External customers
- Business partners

- Stakeholders
- Self-assessment

Rather than focusing solely on whether performance targets were achieved, 360-degree feedback evaluates **how** individuals achieve results by measuring observable workplace behaviors and leadership competencies such as communication, collaboration, accountability, decision-making, customer orientation, emotional intelligence, adaptability, integrity, coaching, influence, teamwork, conflict management, innovation, and people leadership.

When properly designed and implemented, a **360-Degree Feedback Program** provides a balanced and comprehensive understanding of how an individual is perceived across different working relationships. It helps identify recognized strengths, recurring developmental needs, leadership blind spots, competency gaps, self-awareness differences, and behavioral patterns that influence organizational performance.

Organizations worldwide use **360-Degree Feedback** to support:

- Leadership Development
- Executive Development
- Talent Management
- Succession Planning
- Performance Management
- Organizational Development
- Employee Development
- Coaching and Mentoring
- Competency Assessment
- Individual Development Planning
- High-Potential Employee Development
- Culture Transformation
- Management Development

A properly administered 360-degree feedback process helps organizations answer important questions such as:

- How effectively do our leaders communicate?
- How consistently do our managers demonstrate company values?
- Do employees experience leadership differently from how leaders perceive themselves?
- Which leadership competencies consistently receive strong ratings?
- Which recurring behaviors reduce team effectiveness?
- What developmental priorities should coaching address?
- Which leaders demonstrate readiness for greater responsibilities?
- Which competencies require formal learning interventions?
- How can feedback strengthen succession planning and talent development?

Unfortunately, many organizations fail to realize the full benefits of 360-degree feedback because they treat it merely as another employee survey.

Common implementation mistakes include:

- Conducting assessments without clearly defining the developmental purpose.

- Using generic competency models that do not reflect organizational strategy.
- Selecting raters based on convenience rather than meaningful workplace interaction.
- Writing vague or subjective questionnaire items.
- Failing to orient participants and evaluators.
- Allowing evaluator bias to influence ratings.
- Treating feedback as a performance punishment rather than a developmental opportunity.
- Violating confidentiality.
- Overreacting to isolated comments instead of identifying recurring themes.
- Delivering reports without coaching or interpretation.
- Failing to convert findings into measurable development plans.
- Neglecting follow-up after the assessment process.

These mistakes reduce trust, create defensiveness, discourage honest participation, and ultimately limit the organization's return on investment.

An effective **360-Degree Evaluation** is far more than distributing questionnaires. It requires a structured and disciplined process that includes:

- Defining the purpose and scope of the assessment
- Selecting competency frameworks aligned with organizational goals
- Developing behavior-based evaluation criteria
- Designing valid and reliable questionnaires
- Selecting appropriate evaluators
- Orienting participants and raters
- Protecting confidentiality
- Administering the assessment professionally
- Consolidating quantitative and qualitative data
- Interpreting results objectively
- Conducting constructive feedback conversations
- Developing Individual Development Plans (IDPs)
- Supporting coaching and leadership development
- Monitoring behavioral improvement over time

This comprehensive **360-Degree Feedback Training in the Philippines** equips Human Resource professionals, Learning and Development practitioners, Organizational Development specialists, executives, managers, supervisors, team leaders, internal coaches, consultants, and facilitators with the practical knowledge, skills, tools, and frameworks needed to design, implement, administer, interpret, and maximize a credible and development-focused 360-degree feedback process.

Rather than merely explaining the concepts behind **360-Degree Feedback** or **360-Degree Evaluation**, this highly interactive program enables participants to apply the complete process within their own organizations—from competency identification and questionnaire design to report interpretation, coaching conversations, development planning, and organizational implementation.

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Participants will learn how to:

- Design competency-based 360-degree feedback systems
- Develop behavior-based questionnaires
- Select credible evaluator groups
- Improve rating accuracy and consistency
- Reduce evaluator bias
- Interpret feedback reports
- Identify leadership strengths and developmental needs
- Recognize self-other perception gaps
- Conduct effective developmental feedback discussions
- Develop Individual Development Plans (IDPs)
- Integrate coaching into leadership development
- Support succession planning and talent management
- Build a culture of continuous feedback and learning

This program is ideal for organizations searching online for:

- **360-Degree Feedback Training in the Philippines**
- **360-Degree Evaluation Training in the Philippines**
- **Training on 360-Degree Feedback in the Philippines**
- **Training on 360-Degree Evaluation in the Philippines**
- Multi-Rater Feedback Training
- Multi-Source Feedback Training
- Leadership Assessment Training
- Competency Assessment Training
- Leadership Development Training
- Performance Feedback Training
- Employee Evaluation Training
- Organizational Development Training
- Talent Management Training
- Succession Planning Training
- Executive Coaching Training
- Feedback Skills Training
- Leadership Coaching Training

Following the MSS **EnterTRAINment**® approach, participants engage in competency-mapping workshops, leadership case studies, evaluator calibration exercises, questionnaire design workshops, bias recognition activities, report interpretation simulations, coaching role plays, developmental planning workshops, implementation planning exercises, and action-learning activities that ensure participants leave the program ready to implement a practical, ethical, and high-impact 360-degree feedback system.

TRAINING GOAL

To develop competent Human Resource professionals, Learning and Development practitioners, Organizational Development specialists, executives, managers, supervisors, team leaders, internal facilitators, coaches, and organizational leaders who can confidently design, implement, administer, interpret, communicate, and continuously improve a competency-based, ethical, objective, confidential, and development-focused 360-degree feedback system that strengthens leadership effectiveness, employee development, talent management, succession planning, organizational culture, and business performance.

TRAINING OBJECTIVES

By the end of this **360-Degree Feedback Training in the Philippines**, participants will be able to:

1. Explain the principles, objectives, benefits, and limitations of a 360-degree feedback system.
2. Differentiate 360-degree feedback from traditional performance appraisal, performance evaluation, and employee performance reviews.
3. Recognize how multi-rater feedback contributes to leadership development, employee development, talent management, succession planning, and organizational effectiveness.
4. Identify the essential components of a successful 360-degree feedback process.
5. Determine when a 360-degree evaluation is appropriate and when other assessment methods are more suitable.
6. Identify the appropriate evaluator groups for different positions and organizational structures.
7. Develop competency-based and behavior-based evaluation criteria aligned with organizational goals.
8. Design practical, objective, and measurable 360-degree feedback questionnaires.
9. Recognize and minimize common evaluator biases and rating errors.
10. Conduct evaluator orientation sessions that improve rating quality and consistency.
11. Analyze quantitative ratings and qualitative feedback objectively.
12. Interpret self-other perception gaps, leadership blind spots, recurring strengths, and developmental opportunities.
13. Conduct constructive developmental feedback conversations that encourage ownership and behavioral improvement.
14. Develop Individual Development Plans (IDPs) based on assessment findings.
15. Integrate coaching, mentoring, learning, and performance management into the feedback process.
16. Establish confidentiality, ethics, and governance standards for 360-degree feedback.
17. Evaluate the effectiveness of a 360-degree feedback program and identify opportunities for continuous improvement.
18. Develop an organizational implementation roadmap for launching or strengthening a 360-degree feedback system.

FROM POINT A TO POINT B

Point A: Common Organizational Challenges	Point B: Desired Organizational Capability
Performance feedback comes from only one evaluator.	Employees receive balanced and objective feedback from multiple credible sources.
Employees have limited self-awareness regarding their workplace behaviors.	Employees gain greater self-awareness through multi-rater feedback.
Leadership strengths and weaknesses are based on assumptions.	Leadership strengths and development needs are supported by evidence from multiple perspectives.
Managers rely primarily on intuition when developing employees.	Development plans are based on structured competency assessments and validated feedback.
Feedback conversations are inconsistent and uncomfortable.	Leaders confidently facilitate constructive, developmental feedback discussions.
Leadership blind spots remain undiscovered.	Blind spots are identified early and addressed through coaching and development.
Leadership development programs are based on generic assumptions.	Training, coaching, and mentoring interventions are based on actual competency gaps.
Succession planning decisions rely heavily on subjective judgment.	Talent decisions are supported by comprehensive behavioral evidence.
Evaluator bias affects assessment accuracy.	Evaluators apply objective, behavior-based rating standards.
Employees question the credibility of performance evaluations.	The organization builds trust through transparent, confidential, and structured feedback processes.
Individual Development Plans are generic.	Development plans are personalized based on validated assessment results.
Feedback ends after reports are distributed.	Feedback becomes an ongoing leadership and organizational development process.

ORGANIZATIONAL BENEFITS

This **360-Degree Feedback Training in the Philippines** helps organizations:

- Develop more self-aware leaders.
- Strengthen leadership effectiveness across all organizational levels.
- Improve communication between supervisors, peers, and employees.
- Build a culture of continuous feedback and continuous learning.
- Improve leadership accountability.
- Enhance employee engagement through meaningful developmental conversations.

- Identify leadership strengths that should be leveraged.
- Detect recurring competency gaps before they affect business performance.
- Reduce evaluator bias and inconsistent assessment practices.
- Improve coaching and mentoring effectiveness.
- Strengthen succession planning decisions.
- Improve talent identification and high-potential employee development.
- Increase the credibility of organizational assessment systems.
- Support competency-based human resource management.
- Improve organizational decision-making regarding leadership development investments.
- Strengthen organizational culture through behavioral alignment.
- Improve collaboration across departments and teams.
- Encourage evidence-based performance discussions.
- Improve employee retention through developmental leadership.
- Build a sustainable culture of accountability, feedback, and continuous improvement.

ONE-DAY 360-DEGREE FEEDBACK TRAINING PROGRAM OUTLINE

Recommended Schedule: 8:00 AM–5:00 PM

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
8:00–10:00 AM	MODULE 1: FOUNDATIONS OF 360-DEGREE FEEDBACK • Understanding 360-Degree Feedback ○ Definition, principles, objectives, and business value ○ Difference between 360-degree feedback, performance appraisal, and employee evaluation • Why Organizations Use Multi-Rater Feedback ○ Leadership development ○ Employee development ○ Talent management ○ Succession planning • Sources of Multi-Rater Feedback ○ Supervisors ○ Peers ○ Direct reports ○ Internal customers	360 Feedback Readiness Assessment Participants evaluate their organization's current feedback practices and identify opportunities for improvement. Leadership Perspective Exercise Teams compare how different stakeholder groups may experience the same leader differently. Outputs: • Organizational Feedback Readiness Profile • Stakeholder Mapping Worksheet

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	- External stakeholders - Self-assessment • Common Applications - Executive coaching - Competency assessment - Organizational development - Leadership pipeline development	
10:00–10:15 AM	Morning Break	
10:15 AM–12:00 NN	MODULE 2: DESIGNING AN EFFECTIVE 360-DEGREE FEEDBACK SYSTEM • Establishing the Purpose - Development versus evaluation - Organizational objectives • Competency Framework Development - Selecting leadership competencies - Behavioral indicators • Questionnaire Design - Writing observable behaviors - Rating scales - Open-ended questions • Selecting Evaluators - Choosing appropriate raters - Determining evaluator credibility - Confidentiality considerations	
1:00–3:00 PM	MODULE 3: ADMINISTERING, ANALYZING, AND INTERPRETING 360-DEGREE FEEDBACK • Preparing for the Assessment - Communicating the objectives and benefits - Orienting participants and evaluators - Establishing confidentiality and trust - Preparing assessment timelines and logistics	Rating Bias Recognition Simulation Participants identify common evaluator errors using realistic leadership evaluation scenarios. 360-Degree Feedback Report Analysis Workshop Participants analyze an actual sample report to identify strengths, development opportunities, blind spots, and recurring themes. Outputs:

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	• Conducting the Assessment Process ○ Survey administration ○ Monitoring participation and completion rates ○ Managing confidentiality throughout the process ○ Ethical responsibilities of administrators • Understanding Rating Accuracy ○ Behavioral observation versus assumptions ○ Objective versus subjective feedback ○ Rating consistency ○ Evidence-based evaluation • Recognizing Common Rating Errors and Biases ○ Halo Effect ○ Horn Effect ○ Leniency Bias ○ Severity Bias ○ Central Tendency Bias ○ Similar-to-Me Bias ○ Recency Effect ○ First Impression Bias ○ Personal Favoritism ○ Political Ratings • Analyzing 360-Degree Feedback Reports ○ Quantitative ratings ○ Qualitative comments ○ Self-versus-other comparisons ○ Leadership blind spots ○ Recurring themes ○ Competency strengths ○ Development priorities ○ Organizational patterns	• Evaluator Bias Prevention Checklist • 360-Degree Feedback Interpretation Guide • Leadership Development Priority Matrix
3:00–3:15 PM	Afternoon Break	

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
3:15–5:00 PM	MODULE 4: CONDUCTING FEEDBACK CONVERSATIONS AND BUILDING INDIVIDUAL DEVELOPMENT PLANS • Delivering Developmental Feedback ○ Preparing for the conversation ○ Building psychological safety ○ Managing emotions during feedback - Balancing strengths and development opportunities • Coaching Through Feedback ○ Asking reflective coaching questions ○ Encouraging ownership and accountability ○ Building commitment for behavioral change ○ Managing resistance and defensiveness • Developing Individual Development Plans (IDPs) ○ Selecting development priorities ○ Writing SMART developmental goals ○ Coaching and mentoring interventions ○ Learning and development interventions ○ Workplace application activities ○ Progress monitoring • Sustaining a Feedback Culture ○ Integrating feedback into leadership development ○ Linking with succession planning ○ Continuous coaching conversations ○ Organizational follow-through • Developing an Organizational Implementation Roadmap ○ Governance structure ○ Timeline	Feedback Coaching Role Play Participants conduct simulated 360-degree feedback discussions using actual assessment reports. Individual Development Planning Workshop Participants prepare an Individual Development Plan based on sample feedback results. Organizational Action Planning Workshop Teams prepare a preliminary implementation roadmap for introducing or strengthening their organization's 360-degree feedback process. Final Outputs: • Developmental Feedback Conversation Guide • Individual Development Plan • Organizational 360-Degree Feedback Implementation Roadmap • Personal Leadership Development Commitments

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	- Roles and responsibilities - Success measures	

THE F.E.E.D.B.A.C.K.™ FRAMEWORK

The MSS Framework for Conducting Effective 360-Degree Feedback

To maximize the value of a multi-rater feedback process, Making Strong Success (MSS) Corporation developed the **F.E.E.D.B.A.C.K.™ Framework**, a practical guide that organizations can use to design, administer, interpret, and sustain a credible, ethical, and development-focused 360-degree feedback system.

F – Frame the Purpose

Clearly define why the organization is conducting the 360-degree feedback process.

- Clarify business objectives
- Determine developmental priorities
- Define expected outcomes
- Align with organizational strategy
- Obtain executive sponsorship

E – Establish Competencies

Identify the leadership, management, behavioral, and functional competencies to be measured.

- Review organizational values
- Align with competency framework
- Define observable behaviors
- Establish behavioral indicators
- Validate competencies

E – Engage the Right Evaluators

Select appropriate evaluators who have sufficient workplace interaction with the participant.

- Identify evaluator groups
- Establish evaluator criteria
- Ensure balanced representation
- Maintain evaluator credibility
- Protect confidentiality

D – Design the Assessment

Develop practical and behavior-based assessment instruments.

- Design questionnaires
- Develop rating scales
- Write competency statements
- Prepare evaluator instructions
- Pilot-test the assessment

B – Build Trust

Create confidence in the process before administering the assessment.

- Communicate objectives
- Explain confidentiality
- Orient participants
- Address concerns
- Encourage honest feedback

A – Analyze Objectively

Interpret results using evidence rather than isolated observations.

- Compare evaluator groups
- Identify recurring themes
- Recognize blind spots
- Validate developmental priorities
- Separate patterns from isolated opinions

C – Coach for Growth

Convert feedback into meaningful development.

- Conduct developmental conversations
- Encourage self-reflection
- Develop Individual Development Plans
- Establish coaching priorities
- Monitor behavioral progress

K – Keep Improving

Treat 360-degree feedback as a continuous leadership development process.

- Monitor implementation
- Evaluate program effectiveness
- Update competencies
- Improve questionnaires
- Repeat assessments appropriately

- Strengthen organizational feedback culture

360-DEGREE FEEDBACK TOPICS COVERED

Depending on the client's objectives, organizational maturity, participant level, and available training duration, this **360-Degree Feedback Training in the Philippines** may cover the following topics:

1. Introduction to 360-Degree Feedback
2. Understanding Multi-Rater Feedback
3. Understanding Multi-Source Feedback
4. Principles of 360-Degree Evaluation
5. Benefits of Multi-Rater Assessment
6. Leadership Competency Assessment
7. Behavioral Competency Models
8. Competency Framework Development
9. Leadership Effectiveness Measurement
10. Performance Feedback
11. Employee Development
12. Leadership Development
13. Talent Management
14. Succession Planning
15. Executive Coaching
16. Individual Development Planning
17. Designing Competency Models
18. Behavioral Indicators
19. Questionnaire Development
20. Rating Scale Design
21. Selecting Evaluators
22. Evaluator Orientation
23. Confidentiality and Ethics
24. Rating Bias Prevention
25. Feedback Interpretation
26. Self-Other Gap Analysis
27. Leadership Blind Spots
28. Developmental Coaching
29. Feedback Conversations
30. Organizational Implementation Planning

COMMON 360-DEGREE FEEDBACK MISTAKES COVERED

Participants will learn how to recognize, prevent, and correct common mistakes that reduce the effectiveness, credibility, and acceptance of a 360-degree feedback program.

The training discusses how to avoid:

1. Conducting 360-degree feedback without clearly defining its purpose.
2. Using 360-degree feedback solely as a performance appraisal tool instead of a developmental intervention.
3. Measuring competencies that are not aligned with organizational strategy or job requirements.
4. Using generic competency models copied from other organizations.
5. Writing vague, subjective, or personality-based questionnaire statements.
6. Measuring traits instead of observable workplace behaviors.
7. Asking evaluators to rate competencies they have never observed.
8. Selecting evaluators based on convenience instead of meaningful workplace interaction.
9. Allowing participants to choose only evaluators who will likely provide favorable ratings.
10. Failing to orient evaluators before the assessment.
11. Assuming everyone interprets rating scales the same way.
12. Ignoring evaluator bias and common rating errors.
13. Violating participant confidentiality.
14. Treating anonymous comments as personal attacks instead of developmental information.
15. Overreacting to one negative evaluator instead of identifying recurring behavioral patterns.
16. Ignoring qualitative comments while focusing only on numerical ratings.
17. Comparing employees directly instead of interpreting individual developmental profiles.
18. Delivering reports without helping participants understand the results.
19. Conducting feedback sessions without coaching skills.
20. Failing to distinguish leadership strengths from development priorities.
21. Developing unrealistic Individual Development Plans.
22. Treating the assessment as a one-time activity instead of a continuous development process.
23. Failing to monitor behavioral improvement after feedback.
24. Ignoring organizational trends revealed by aggregated assessment results.
25. Purchasing expensive assessment software without first designing a sound feedback process.
26. Using assessment results to embarrass or punish participants.
27. Failing to secure leadership sponsorship before implementation.
28. Treating confidentiality as optional.
29. Ignoring participant concerns regarding trust and fairness.
30. Expecting behavioral change without coaching, reinforcement, and accountability.

SAMPLE 360-DEGREE FEEDBACK SITUATIONS

Throughout the workshop, participants analyze realistic workplace situations commonly encountered during the planning, administration, interpretation, and follow-through phases of a 360-degree feedback process.

Sample situations may include:

- Selecting appropriate evaluator groups for senior executives.
- Determining who should evaluate newly promoted supervisors.
- Designing a competency model for frontline managers.
- Writing effective behavior-based questionnaire statements.
- Reviewing poorly written survey questions.
- Managing evaluator confidentiality concerns.
- Encouraging honest participation from employees.
- Handling low survey response rates.
- Recognizing evaluator bias during report interpretation.
- Comparing supervisor, peer, subordinate, and self-ratings.
- Identifying leadership blind spots.
- Facilitating difficult feedback conversations.
- Managing emotional reactions during developmental discussions.
- Responding when participants disagree with assessment findings.
- Interpreting contradictory evaluator comments.
- Determining which development priorities should be addressed first.
- Developing Individual Development Plans.
- Using 360-degree feedback for succession planning.
- Integrating feedback with leadership coaching.
- Presenting organizational-level findings to senior management.
- Developing a long-term organizational implementation strategy.

Case studies, simulations, reports, competencies, and assessment tools may be customized according to the organization's industry, leadership level, competency framework, culture, strategic priorities, and talent management objectives.

TRAINING METHODS

Consistent with the MSS **EnterTRAINment®** philosophy, this **360-Degree Feedback Training in the Philippines** minimizes lecture-heavy sessions and emphasizes practical application, participant engagement, experiential learning, collaborative problem-solving, workplace simulation, and immediate organizational relevance.

Training methodologies may include:

- Interactive facilitator-led discussions
- Leadership self-assessments

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- Organizational feedback readiness assessments
- Competency mapping workshops
- Behavioral indicator development
- Questionnaire design workshops
- Evaluator calibration exercises
- Rating bias simulations
- Sample report interpretation workshops
- Leadership case studies
- Coaching demonstrations
- Developmental feedback role plays
- Individual Development Planning workshops
- Organizational implementation planning
- Small-group discussions
- Peer coaching activities
- Facilitator coaching and feedback
- Reflection exercises
- Action planning
- Learning integration activities

TARGET PARTICIPANTS

This **360-Degree Feedback Training in the Philippines** is recommended for:

- Business Owners
- Chief Executive Officers
- Chief Operating Officers
- Chief Human Resource Officers
- Chief Learning Officers
- Human Resource Directors
- Human Resource Managers
- Human Resource Officers
- Human Resource Business Partners
- Talent Management Professionals
- Learning and Development Professionals
- Organizational Development Specialists
- Leadership Development Professionals
- Succession Planning Teams
- Executive Coaches
- Internal Coaches
- Leadership Mentors
- Department Heads
- Division Heads
- Operations Managers
- Functional Managers

- Supervisors
- Team Leaders
- Project Managers
- Internal Consultants
- Internal Facilitators
- Performance Management Teams
- Employees designated to administer or facilitate 360-degree feedback initiatives

The program may be customized for executive teams, leadership groups, HR professionals, Learning and Development teams, Organizational Development practitioners, or mixed management audiences.

EXPECTED PARTICIPANT OUTPUTS

By the end of the program, participants will complete the following practical workplace outputs:

1. Organizational Feedback Readiness Assessment

Identifying:

- Current organizational strengths
- Existing assessment practices
- Organizational readiness
- Implementation risks
- Priority improvement opportunities

2. Competency Framework Worksheet

Including:

- Leadership competencies
- Behavioral indicators
- Observable workplace behaviors
- Performance expectations
- Organizational values alignment

3. Draft 360-Degree Feedback Questionnaire

Containing:

- Competency statements
- Behavior-based questions
- Rating scales
- Qualitative feedback questions
- Administration guidelines

4. Evaluator Selection Matrix

Identifying:

- Appropriate evaluator groups
- Selection criteria
- Recommended evaluator mix
- Confidentiality considerations
- Evaluation responsibilities

5. 360-Degree Feedback Interpretation Guide

Including:

- Rating analysis
- Self-other comparisons
- Leadership strengths
- Development priorities
- Blind spots
- Recurring themes

6. Individual Development Plan (IDP)

Containing:

- Leadership strengths
- Priority development competencies
- SMART developmental objectives
- Coaching interventions
- Learning activities
- Success measures
- Review schedule

7. Organizational Implementation Roadmap

Including:

- Program objectives
- Governance structure
- Timeline
- Roles and responsibilities
- Communication plan
- Implementation milestones
- Success measures
- Continuous improvement strategy

DELIVERY OPTIONS

This **360-Degree Feedback Training in the Philippines** may be delivered through:

- Face-to-face in-house training
- Live virtual instructor-led training
- Hybrid learning programs
- Public seminars
- Executive leadership workshops
- Human Resource capability-building programs
- Organizational Development workshops
- Leadership Development programs
- Train-the-Facilitator certification workshops
- Train-the-HR workshops
- Customized organizational implementation consulting

Organizations intending to launch an enterprise-wide 360-degree feedback initiative are encouraged to consider a two-day or multi-phase implementation workshop to allow sufficient time for competency mapping, questionnaire development, report interpretation, feedback coaching, and implementation planning.

RECOMMENDED CUSTOMIZATION INPUTS

To maximize the relevance, practicality, and organizational impact of this **360-Degree Feedback Training in the Philippines**, the client organization may provide anonymized and non-confidential information regarding:

- Organizational Vision, Mission, Values, and Core Behaviors
- Leadership Competency Framework
- Organizational Structure
- Leadership Levels
- Existing Performance Management System
- Existing Competency Dictionary
- Existing 360-Degree Feedback Questionnaire (if available)
- Leadership Development Framework
- Succession Planning Process
- Talent Review Process
- Individual Development Plan (IDP) Templates
- Organizational Values
- Leadership Expectations
- Existing Coaching Process
- Organizational Culture Assessment Results
- Employee Engagement Survey Results
- Leadership Challenges
- Organizational Development Priorities

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- Strategic Objectives
- Industry-Specific Leadership Competencies
- Existing HR Policies related to Performance Management
- Preferred Assessment Platform (manual or digital)
- Existing Leadership Development Programs
- Desired Organizational Outcomes

Personally identifiable employee information, confidential assessment reports, disciplinary records, salary information, medical records, and other sensitive personal information are **not required** for the conduct of this training.

When appropriate, MSS Corporation may customize:

- Leadership competencies
- Behavioral indicators
- Evaluation questionnaires
- Rating scales
- Leadership case studies
- Sample reports
- Coaching scenarios
- Individual Development Plan templates
- Industry-specific examples
- Organizational implementation roadmaps

to closely reflect the client's workplace realities.

IMPORTANT PROFESSIONAL BOUNDARY

This **360-Degree Feedback Training in the Philippines** is a corporate learning, leadership development, organizational development, and capability-building intervention.

It is designed to strengthen organizational competence in designing, implementing, administering, interpreting, and maximizing 360-degree feedback systems.

The program does **not** constitute:

- Psychological testing
- Clinical psychological assessment
- Mental health diagnosis
- Psychiatric evaluation
- Personality certification
- Employment selection recommendation
- Promotion certification
- Formal competency certification

- Legal advice
- Labor relations consultation
- Organizational audit
- ISO certification
- Government compliance certification

Organizations intending to use assessment results for employment decisions, promotions, compensation adjustments, disciplinary actions, or legal proceedings should consult appropriately qualified legal counsel, industrial-organizational psychologists, human resource professionals, or other licensed specialists when necessary.

360-degree feedback is intended primarily as a **developmental tool**, and organizations are encouraged to communicate this purpose clearly to all participants before implementation.

FREQUENTLY ASKED QUESTIONS

What is 360-Degree Feedback?

360-Degree Feedback is a structured developmental assessment process that collects confidential feedback about an individual's workplace behaviors and competencies from multiple sources, including supervisors, peers, direct reports, internal customers, external stakeholders, and self-assessment. The objective is to provide a balanced perspective that supports leadership and employee development.

What is the difference between 360-Degree Feedback and Performance Appraisal?

Performance appraisal primarily evaluates **what** an employee accomplished against agreed performance objectives.

360-degree feedback evaluates **how** the employee demonstrates leadership, communication, teamwork, professionalism, accountability, collaboration, emotional intelligence, and other workplace behaviors from the perspectives of multiple stakeholders.

Many organizations use both systems because they complement one another.

Who should participate in a 360-Degree Feedback process?

The process is commonly used for:

- Executives
- Senior Leaders
- Managers
- Supervisors
- Team Leaders
- High-Potential Employees
- Successor Candidates

- Project Leaders
- Functional Specialists
- Human Resource Professionals

Organizations may also implement customized versions for professional staff or customer-facing employees.

Who should serve as evaluators?

Evaluators should be individuals who have had sufficient opportunity to observe the participant's workplace behaviors.

Depending on the role, evaluators may include:

- Immediate supervisors
- Functional managers
- Peers
- Cross-functional colleagues
- Direct reports
- Internal customers
- External customers
- Business partners
- Self-assessment

Evaluator selection should prioritize credibility, meaningful interaction, fairness, and balanced representation.

Is 360-Degree Feedback anonymous?

In many organizations, peer, subordinate, and customer responses are consolidated to preserve confidentiality and encourage honest feedback.

The organization should clearly communicate its confidentiality policy before administering the assessment.

Can 360-Degree Feedback be used for promotion decisions?

Although some organizations consider 360-degree feedback as one source of information for leadership decisions, it is generally recommended that the assessment be used primarily for employee development, coaching, succession planning, and leadership improvement rather than as the sole basis for promotion, compensation, or disciplinary decisions.

How often should a 360-Degree Feedback assessment be conducted?

Most organizations conduct 360-degree feedback every 12 to 24 months, depending on leadership development objectives, organizational priorities, and the pace of behavioral change.

**MSS SUCCESS SPACES**

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Organizations using executive coaching or leadership development programs may also conduct follow-up assessments to measure progress.

What happens after participants receive their feedback reports?

A high-quality 360-degree feedback process should continue beyond report distribution.

Organizations are encouraged to:

- Conduct developmental feedback discussions.
- Develop Individual Development Plans.
- Provide coaching or mentoring.
- Monitor behavioral improvement.
- Integrate development goals into leadership development initiatives.
- Evaluate long-term organizational impact.

Can MSS Corporation customize the training?

Yes.

MSS Corporation customizes every 360-Degree Feedback Training according to the client's:

- Industry
- Leadership competencies
- Organizational values
- Strategic priorities
- Talent management framework
- Succession planning process
- Existing HR systems
- Organizational culture
- Leadership challenges
- Desired learning outcomes

Customized questionnaires, competency models, workshops, case studies, simulations, and implementation roadmaps may be developed.

Can MSS Corporation help us implement an actual 360-Degree Feedback system?

Yes.

Beyond training, MSS Corporation may provide consulting services that include:

- Competency framework development
- Questionnaire design
- Assessment administration
- Data consolidation
- Individual report preparation

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- Executive debriefing
- Leadership coaching
- Individual Development Planning
- Organizational feedback analysis
- Talent review facilitation
- Succession planning support
- Program evaluation and continuous improvement

RELATED TRAINING PROGRAMS

Organizations interested in strengthening leadership effectiveness, organizational development, and performance management may also consider the following MSS programs:

- Leadership and Management Training
 - Coaching and Mentoring Training
 - Performance Management Training
 - Competency-Based Performance Management Training
 - Competency Framework Development Workshop
 - Performance Appraisal Training
 - Giving and Receiving Feedback Training
 - Difficult Conversations Training
 - Emotional Intelligence Training
 - Coaching Skills for Leaders
 - Talent Management Training
 - Succession Planning Training
 - Organizational Development Training
 - Strategic Human Resource Management Training
 - Employee Engagement Training
 - High-Potential Employee Development Program
 - Leadership Development Program
 - Management Development Program
 - Change Management Training
 - Strategic Thinking and Decision-Making Training
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WHY CHOOSE MAKING STRONG SUCCESS (MSS) CORPORATION?

Making Strong Success (MSS) Corporation delivers practical, research-informed, and highly interactive corporate learning solutions designed to help organizations build stronger leaders, better managers, more engaged employees, and higher-performing workplaces.

Unlike generic seminars that focus only on theories, our **360-Degree Feedback Training in the Philippines** emphasizes practical implementation, organizational application, and measurable workplace results. Participants do not simply learn what 360-degree feedback is—they learn how to design, administer, interpret, communicate, and sustain an effective multi-rater feedback process that supports long-term leadership development and organizational success.

Our proprietary **EnterTRAINment®** methodology combines facilitator-led learning with realistic workplace simulations, collaborative workshops, coaching exercises, implementation planning, and practical outputs that participants can immediately apply within their organizations.

Whether your organization is introducing a 360-degree feedback process for the first time or strengthening an existing leadership assessment system, MSS Corporation can customize the program to align with your competency framework, strategic priorities, organizational culture, leadership philosophy, and talent management objectives.

Through our practical, engaging, and results-oriented approach, participants leave the program equipped not only with knowledge but also with the confidence, tools, and implementation strategies necessary to build a credible, ethical, development-focused, and sustainable 360-degree feedback culture.

With MSS, We Make Strong Success.