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# GOVERNMENT TRAINING NEWS

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## Review of a New On-Line User and HR Friendly 360<sup>o</sup>

### On-line 360<sup>o</sup> Lives Up to Expectations

An increasingly popular means for managers to get information on their performance is the multiple-perspective, or "360-degree," feedback instrument. Selecting the right instrument from among the dozens that are available today can be difficult. Nevertheless, the INSIGHTMirror 360-degree instrument, discussed in this Review may make the selection process a bit easier for those looking for an instrument that compared extremely well to 25 multi-rater 360<sup>o</sup> instruments reviewed in the Center for Creative Leadership's latest 360<sup>o</sup> Comparison Report, [Feedback to Managers](#).

The INSIGHTMirror 360 was very successfully used by civilians within The Naval Surface Warfare Center (NSWC), from 1999-2002. (It is presently being used with agencies like the Government Accounting Office.) A group of 50 managers in the fields of political science, physics, mathematics, and engineering took the instrument and then rated it. Here are the key ratings:

- > The INSIGHTMirror 360 effectively pointed out critical areas of strengths and weaknesses ...83 percent response as "Very Good" or "Outstanding."
- > Data was displayed in an easy manner that made you make distinctions and have insights you would not have otherwise come to ...82 percent response as "Very Good" or "Outstanding."
- > Process of talking with boss and subordinates about your results in a comfortable and constructive manner that resulted in both new insights and behavioral change ...86 percent response as "Very Good" or "Outstanding."

As a further testimonial to the INSIGHTMirror 360's overwhelming success, Mark Bradshaw, former director of science and engineering, Joint Warfare Analysis Center, wrote: "I have the highest regard for the INSIGHTMirror 360. As you know all too well, civilians in the military are quite skeptical of 'touchy-feely' 360-degree stuff. Yet for three years I have used this 360 with different departments for solely developmental purposes, and every time my people ask, 'When are we doing this again?' We have seen the dramatic results in improving organizational and leadership effectiveness as a result of the INSIGHTMirror 360."

## Purpose, Audience, and User Friendliness

The INSIGHTMirror 360-degree instrument is solely designed for developmental purposes, and not for performance appraisal use. The results of the instrument are seen only by the Respondent. Only with the Respondent's permission could the instrument be seen by a coach.

The INSIGHTMirror 360 is based on eight leadership areas: (1) communication skills, (2) decision making, (3) promotes innovation and change, (4) working relationships, (5) leadership skills, (6) coaching skills, (7) stress coping skills, and (8) team development. The 64-question leadership instrument gives leaders a full array of their strengths and weaknesses base on these eight powerful attributes demonstrated by outstanding leaders. In addition, there are 11 different areas where raters can write-in comments regarding the participant, enriching the results of numerical feedback.

The INSIGHTMirror 360 data shows high validity and reliability for both mid-level managers as well as senior executives. One manager-user wrote, "I have been through some very expensive 360-degree initiatives, but none has brought the accolades both from senior level executives, as well as junior executives, as your reasonably priced INSIGHTMirror 360."

The instrument is "friendly" for both users and HR professionals. There is no loading of databases for HR. Everything is automated for the participants to choose and invite raters directly, send reminders to raters, and be notified via an e-mail message that their survey is available and ready to download. Participants click on a "hot link" which has them take the instrument, and upon submitting their assessment, a page immediately pops up, guiding participants how to invite "raters." Raters can include the following categories: peers, subordinates, boss, and clients. There is no limit to how many raters one can invite. However, each category must have three or more people to protect rater anonymity.

There is a 28-30 page online summary of the results, and customized feedback reports including worksheets for practical application are provided. Also included are original processes for follow-up, with subordinates and boss, called "Bridging Conversations."

For more information on the INSIGHTMirror 360, go to [www.insightmirror360.com](http://www.insightmirror360.com) or call 301-986-0512. Readers of GTN can get a complimentary assessment by requesting it via e-mail at: [innovate55@aol.com](mailto:innovate55@aol.com).

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