



PEGASUS
MEDICAL LOCUMS

360° Appraisal

What is it?

The term originated in the commercial sector and is designed to attract an objective view on an individual's performance from a representative sample of peers at their workplace. It is also known as 'multi-source feedback'.

Why do it?

It is perceived to be a more rounded assessment than just a 'top down' appraisal, and is a valuable component of an individual's appraisal, training and development. It is useful in looking not only at what people do, but how they do it, as perceived by their colleagues. It can give insight and open blind spots, and lead to better teamwork, by resolving misconceptions. If you know what your workplace colleagues think about you, you can do things differently.

Are there pitfalls with a 360?

Colleagues may not always give honest feedback if they fear their comments can be identified. Also you may feel demoralised if you find out your best intentions are not appreciated. You must canvass at least eleven of your regular work colleagues. For this reason it is essential that it is done properly and the data gathered and analysed by a third party to preserve the anonymity of those who submit their opinions. You may like to ask your NHS appraiser, or maybe a colleague outside of your regular work, to help you with the task.

Get it right and you will feel satisfied and empowered by your new knowledge of how people perceive you. This can be a rewarding and valuable team building exercise for you and those you work with.

How to do it well:

- Tell your appraiser you are going to do this, in good time before your appraisal.
- Use only a validated questionnaire – for example, the one below, which you are welcome to photocopy.
- Have your practice manager give it to at least 11 representative members of staff and colleagues.
- Make sure they are people who know you.
- Ask the practice manager where you work to ensure that the forms are returned to him/her in a sealed envelope. S/he collects them all and sends them, still sealed for confidentiality, to your appraiser, or colleague at least three weeks before the appraisal date.
- Your appraiser or colleague opens them and collates the information in a totally anonymous form, so you will only find out general points, not specifics that could identify the writer.
- Your appraiser feeds back the results to you during the appraisal.
- Don't dismiss what has been said. You will only be told what the majority think, not one off comments.
- Focus on the good things. Everyone tends to focus on the one ripple in a sea of praise. Try to see things in perspective.
- Decide what changes you will make

When should I do one again?

After about 3 years.



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360° Appraisal

Annual Appraisal for Doctor – Practice Staff to Complete

There can sometimes be a certain amount of reluctance to complete these forms but it is important to understand that this is contributing to an individual's appreciation of how they work within a team and will provide long term benefits to both the team and the individual.

- "Total" appraisal has been established for some years and has been proven to be a sound management and team building tool.
- It is important for all doctors to understand what the staff they work with think of them.
- Your views may be an important catalyst for change.

Doctors name:

What I value you for:

What you do that frustrates me:

What you could do that would be helpful: