



# Maximizing the Value of 360-degree Feedback: A Process for Successful Individual and Organizational Development

*Walter W. Tornow, Manuel London*

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## **Maximizing the Value of 360-degree Feedback: A Process for Successful Individual and Organizational Development** Walter W. Tornow, Manuel London

With this volume, the Center for Creative Leadership presents, for the first time, a uniquely comprehensive, thoroughly accessible reference to 360-degree feedback - a guide for everyone who would like to tap the total power of 360 for their organization. Here, a team of development professionals draws on the Center's twenty-eight years of research and educational experience with multi-rater evaluation to out-line every aspect of the 360-degree process. Readers will gain a practical understanding of the theories behind 360, then discover the answers to all of the important questions regarding its implementation and use. Focusing on 360 as a process and not just a tool, the authors clearly explain how it can be used to improve individual and organizational performance, capture customer input and link it to strategy, contribute to the establishment of a continuous learning culture, understand cultural assumptions that may influence performance from country to country, and track the progress of individual and organizational change efforts.

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