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Abstract

Many organizations, including military ones, have taken the next step to expand their performance evaluation systems program to cope with the evolution of the 21st century. That next step is to include the 360-Degree Feedback evaluation system, which is becoming more and more popular in recent years.

This paper argues that the implementation of a 360-Degree Feedback system, in conjunction with the traditional evaluation system, will produce a more professional officer corps in Qatar Armed Forces (QAF) that's more ready for 21st century challenges. To better understand the 360-Degree Feedback system, the paper begins by explaining the importance of individual leadership development and the effect of that development on team members in an organization. Next, it explains the evaluation system that QAF presently uses and the drawbacks of that system. After that, 360-Degree Feedback is described in detail showing its use and the negative and positive aspects of the system. Finally, a recommend plan on how the 360-Degree Feedback system should be implemented in a way that is acceptable culturally in Qatar and by the QAF organization.

"We need courage to throw away old garments which have had their day and no longer fit the requirements of the new generation ..." [1]

Fridtjof Nansen

History has revealed that many battles have been won or lost according to the performance, appearance, and leadership of that person leading the team, the *commander*. Nowadays, with the complexity of warfare, the commander's performance should be at it's best, and to achieve this aim it is reasonable to measure the performance of commanders in order to keep good qualities and to improve the other ones. This measurement or assessment is usually done in a traditional, top-down manner by military and civilians organizations, from senior officers to junior officers, and from general managers to junior mangers.

As technology advanced, some organizations felt that there was a need for a new vehicle to give them the feedback required to cope with new technology and to drive them to better performance and better results. They adapted a new assessment and development system called the 360-Degree Feedback performance evaluation system. The individual in this evaluation system receives feedback on his performance, from his superiors, subordinates and peers, both negative and positive. Many organizations, including military ones, are now using the 360-Degree Feedback system as an instrument for personal development and performance improvement and it has become widely adopted in human resources

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[1] Quoted in, Thomas S. Hancock, Lt. Col, USAF, *360-Degree Feedback: Key to Translating Air Force Core Values Into Behavioral Change* (Alabama: Maxwell Air Force Base, 1999) 6.

development. The 360-Degree system is becoming more and more popular for organizations because it reduces the problems of other assessment methods, and benefits both the senior leaders in getting honest assessments and the individual on how he is perceived and judged by others within the work environment. As the work environment becomes more complex and output tends to be more teamwork driven, assessment is needed even more to ease those complexities with the selection of the right team. Reported statistics on the use of 360-Degree Feedback system suggest that it has gone from being almost unheard of in the 1980s to in wide spread use in 2000. [2]

The Qatar Armed Forces (QAF) is one of those military organizations that still uses a traditional evaluation system in which only the superior provides the evaluation. To help continue improvements, QAF needs to expand in leadership development and take a new step with a new assessment tool, the 360-Degree Feedback system.

This paper will argue that the implementation of a 360-Degree Feedback system in conjunction with the traditional evaluation system will produce a more professional officer corps in QAF that's more ready for 21st century challenges. To better understand the 360-Degree Feedback system, this paper will begin by explaining the importance of individual leadership development and the effect of that development on team members in an organization. Next, it will explain the evaluation system that QAF uses and the drawbacks of that system. After that, 360-

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[2] Jean Leslie, *360-Degree Feedback: Best Practices to Ensure Impact* (Center for Creative Leadership, 2001) 1.

Degree Feedback will be described in detail showing its use and the negative and positive aspects of the system. Finally, this paper will recommend a plan on how to implement the 360-Degree Feedback system in a way that is acceptable culturally in Qatar and by the QAF organization.

Leadership development

Leadership development is very important for the organization and for the individual in order to have a solid base for future command positions. Leadership is not just organization's mission accomplishment and getting the job done, it's more than that. It's the relations within the organization, the relation with junior officers and soldiers and how to link them together to have a cohesive team first, and then to have mission accomplishment. Army Chiefs of Staff have claimed that leadership is the key to military success, but they have failed to recognize that unless all leadership competencies are firmly developed, the army leadership structure will collapse.[3]

The development of leadership qualities can take place once those weak qualities have been identified. Those factors can be divided into six categories as follows: (1) Job Knowledge; (2) Leadership skills; (3) Professional qualities; (4) Organizational skills; (5) Judgment and decisions; and (6) Communications skills.[4] In order to assess those factors, the military organization should adapt an honest performance assessment system to evaluate the effectiveness and efficiency of

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[3] Col. Peter J. Varljen, *Leadership: More Than Mission Accomplishment* (US Army Professional Writing Collection, 2003) 2.

[4] Thomas S. Hancock, Lt. Col, USAF, *360-Degree Feedback: Key to Translating Air Force Core Values Into Behavioral Change* (Alabama: Maxwell Air Force Base, 1999) 16.

leaders for both development and promotion, or one at a time. The 360-Degree Feedback system is the right tool to evaluate the full scale of leadership characters, talents, and actions, and this system would be a positive addition to most organizations. The organization will benefit from implementing a system that in addition to looking top-down, also looks sideways and looks up. Because a commander's style can dramatically affect subordinates productivity and free will, commanders need to adapt with changes in the 21st-century by adjusting their own behavior and encouraging different kinds of behavior in others for the benefit of the whole organization. Changing behavior is difficult and requires a real commitment from the individual, therefore it is important to be sure that the effort the individual puts in is worthwhile. Officers must have a deep sense of self-awareness, gaining knowledge of themselves first in order to improve their leadership, and then the organization should use 360-Degree Feedback to give them the opportunity to obtain feedback from all directions to improve their self-awareness.

QAF senior leadership is committed to improving the qualities of their officers' leadership by spending a lot of money in giving them the best training available. But with this kind of commitment one must look at the outcome of the evaluation system used, and whether the individuals had been evaluated with a fair and honest assessment.

Evaluation system in Qatar Armed Forces

Leadership evaluation must be done in all military organizations, regardless of the size of that organization. Even though QAF is a small armed force,

leadership evaluation is essential and is done at all levels of command. The evaluation system that is still in use in QAF is the traditional top-down system in which only superiors evaluate the individual's performance. But the top-down evaluation system has drawbacks, especially in this new age, which affect the individual's assessment both in military and civilian organizations. One of the common drawbacks, in QAF or any other military organization, is that when a promotion list is published there are many questions floating around between officers such as "why so and so got promoted and so and so was not promoted". This kind of traditional assessment tends to measure whether an individual kept his boss happy.[5] In some organizations it is the relationship that the individual makes with his boss that matters the most because even if the individual has weak leadership qualities, his promotion is guaranteed if he kept his boss happy. Another weak aspect of this system is that it gives the boss sole power and authority to assess individuals according to his view only. Sometimes the individual's evaluation reports are not seen by the individual so they can not find their alleged weaknesses and strengths. QAF individual evaluation reports are not in a better situation. They do not have a column for the individuals to sign, only the commanding officer issuing the report signs. According to QAF guidance, the officer issuing the report must inform the individual of his weaknesses and how to improve them, but some bosses tend to not do so because of the discomfort in speaking of individual weaknesses. Bernard Bass, director of Center for Leadership Studies at Binghamton University, noted " for instance, although mentoring of

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[5] Col. Peter J. Varljen, *Leadership: More Than Mission Accomplishment* (US Army Professional Writing Collection, 2003) 3.

junior officers by senior officers is a well established principle, 85 percent of junior officers reported that they only received their support form for counseling less than one week before the final Officer Evaluation Report was due."[6]

The top-down evaluation system is a form of centralized control that has even more negative aspects than the ones explained above in the QAF evaluation system. The negative aspects of using the top-down system can be summarized as follows:

1. Places individual interests (those of the boss and subordinate) over the organization.

2. Presents an incomplete picture of leadership abilities and potential.

3. Discourages counseling and organizational skills.

4. Compromises integrity by circumventing honest, face-to-face assessments.

5. Deters tough, long-term organizational development or team-building processes.

6. Fosters a zero-defect mentality.[7]

Since not all commander's evaluations will fall into the above negative factors, it is important to get those honest commander's feedback. It is important for the organization to adopt a system that can be used in conjunction with the traditional top-down one in order to get the best evaluation system for the

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[6] Bernard M. Bass, *Leading in The After Next*, (1998) available from https://calldbp.leavenworth.army.mil/eng_mr/txts/Vol78/00000002/art08.pdf#xml=/scripts/cqcgi.exe/@ss_prod.env?CQ_SESSION_KEY=FLKWEDYRUALQ&CQ_QH=126103&CQDC=13&CQ_PDF_HIGHLIGHT=YES&CQ_CUR_DOCUMENT=1; Internet; accessed 30 Jan 2005.

[7] Col. Peter J. Varljen, *Leadership: More Than Mission Accomplishment* (US Army Professional Writing Collection, 2003) 3.

individual. Lt. Gen. Walter Ulmer, a respected commanding general of US Army

III Corps in the mid-80s said,

"The leading American corporations are ahead of the Army in using "best practice" in making promotion decisions. Many companies have evolved a system of multiple sources of information to support promotion decisions. The evaluation of people for either development or selection… by anybody but the boss has long been considered intolerable... the more closely we scrutinize either theory or practice, the more inadequate the exclusively top-down assessment of performance and potential appear." [8]

Surveys at many organizations show that 360-Degree Feedback

assessments are perceived as fairer, accurate, credible, valuable, and more

motivational than single-source top-down evaluations.[9] So, if this system worked

for others, will it work for QAF organization? To answer this question, first the

360-Degree Feedback evaluation system should be examined in all aspects,

positive and negative, in order to have a clear picture of whether and how to

implement it in the QAF.

360-Degree Feedback

Background

After the increased use of the 360-Degree Feedback system, some

historians tried to lead the field in determining if it was a new concept or if it had

earlier roots. In research done by Dr. Neil Boyd, an Assistant Professor of

Behavioral Science, he found disagreement on the historical roots of the system.

World War II German military assessment centers recognized the value of

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[8] Walter F.Ulmer,Jr, *Military Leadership into the 21st Century: Another Bridge Too Far?* (Pramateres, 1998) 9. available from http://carlisle-www.army.mil/usawc/Parameters/98spring/ulmer.htm; Internet; accessed 30 Jan 2005.

[9] Richard Lepsinger and Anntoinette D. Lucia, *The Art and Science of 360-Degree Feedback* (California: Jossey-Bass Pfeiffer, 1997) 199.

measuring performance from multiple perspectives, and British military intelligence also developed a similar system in the early 1940s. It is clear that 360-Degree Feedback has been used before by military personal. In the 1950s and 1960s, the US Naval Academy also used a multi-source process called "peer grease" to evaluate the leadership skills of their classmates. The corporate world started to use the system during the 1960s. In the mid-1980s organizations started to use the 360-Degree Feedback system for both development and appraisal, and since the early 1990s, the system have gained a wide base of acceptance. [10]
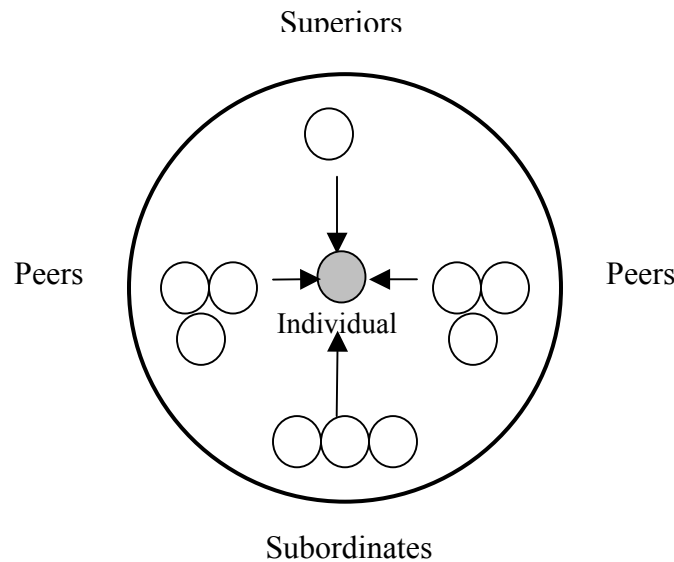
What is 360-Degree Feedback?

It is important to understand the definition of this system and why geometric terminology [360-degree] is linked to the name. The most common definition is "collecting perceptions about a person's behavior and the impact of that behavior from the individual's boss, direct reports, peers and subordinates." [11] It is a process in which individuals receive information, both positive and negative, on how they are perceived by the people within their circle of influence. The process by which performance evaluations of an employee are collected from multiple sources (raters) is called 360-Degree Feedback. It carries many other names such as multi-rater feedback, multi-source feedback, full-circle appraisal, and group performance review, but even if they have different names, they give the same results. To simplify the description of this evaluation system, a geometric

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[10] Neil M. Boyd, Ph.D, *360-Degree Performance Appraisal System* (Penn State University) 2, available from http://www.personal.psu.edu/faculty/n/x/nxb12/pdf/360degree.doc; Internet; accessed 30 Jan 2005.

[11] Richard Lepsinger and Anntoinette D. Lucia, *The Art and Science of 360-Degree Feedback* (California: Jossey-Bass Pfeiffer, 1997) 6.

terminology [360-degree] is used to represent the full-circle of the process, as shown below:

Superiors

Subordinates

What is it used for?

360-Degree Feedback is an assessment tool that measure an individual's knowledge, skills, behavior, and personality traits against predefined criteria. This process has four steps: (1) defining criteria, (2) collecting data, (3) analyzing the results, and (4) taking action on the findings.[12] Each organization has a different approach to 360-Degree Feedback. For some, they use it for development purposes where employees use the results as input for development, training, personal learning, and growth. Others use it as an appraisal tool to evaluate for selection, promotion, performance rating, and salary. Using a 360-Degree Feedback for both assessments, development and appraisal, may sound well-organized, but implementing them separately is even wiser. By implementing the system for development first it will give the individual feedback for self improvement and it

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[12] Susan Ennis, *Assessing Employee Competencies* (Boston: Kluwer Academic Publishers, 1997) 12.

will give him trust in the system. Then once the individual have faith in the system it is more likely that he will accept it for appraisal. The majority of organizations such as *Allstate, Citigroup, Raytheon*, and *PepsiCo* are using 360-Degree Feedback as a development tool.[13] *General Electric*, which has been one of America's most successful companies, uses non-traditional formal assessments to select the best candidates for upper management positions. In doing so the company's net worth jumped from $12 billion to $300 billion and its CEO was named "America's #1 manager."[14]

360-Degree Feedback is powerful because the information comes from different perspective and is very valuable in order to have an understanding of how we see ourselves and how others see us. Those different opinions are useful for the individual to become more aware of their strengths and their areas needing development and study for self-improvement. Subordinate leadership development should be one of the most important responsibilities of every military leader. Good development of future leaders start first with implementing a very well designed assessment tool which will lead to a high predictive validity for future job performance.[15]

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[13] Evelyn Rogers, Charles W. Rogers, and William Metlay, *Improving the Payoff from 360-Degree Feedback* (HR. Human Resource Planning, 2002) 46-47.

[14] Lt. Col. Mike Galloucis, *Is it Time for a 360-Degree officer Evaluation System?* (Army

How is it used?

360-Degree Feedback evaluation can be done by many methods, such as questionnaires, interviews, and electronically by the Internet, but one tool should be used for the whole organization in order to have equal evaluations. Out of those tools, the paper and pencil method for completing the 360-Degree questionnaires is still the primary tool used in 90% of organizations.[16] The questionnaires take the form of multiple-choice and open-ended questions that people answer to assess an individual's behaviors in key area according to the organization's needs. The whole process of administering them should follow these steps:

1. The individual should know about the system, why the data is collected, and what the data is used for.

2. Distribution of the questionnaires to the individuals and their superiors, peers, and subordinates at the same time.

3. The completed questionnaires are returned back to a central station (internal or external) to be processed.

4. Individuals review their report with a coach to analyze the results and determine the best solutions based on what they have learned about themselves.[17]

To get the most of the 360-Degree system, it should be customized according to the organization's needs and the competencies it requires. As one

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[16] Evelyn Rogers, Charles W. Rogers, and William Metlay, *Improving the Payoff from 360-Degree Feedback* (HR. Human Resource Planning, 2002) 50.

[17] Richard Lepsinger and Anntoinette D. Lucia, *The Art and Science of 360-Degree Feedback* (California: Jossey-Bass Pfeiffer, 1997) 12.

executive commented "Focus on the right competencies is critical. Customizing the process to what is important and valued has added tremendous importance and credibility to our effort. It has been rewarding to see how seriously people are treating their feedback."[18] The customized system should fit into the organization and should be used with care in order to have successful results. This assessment is done through standard criteria to test leadership skills and interpersonal skills in particular. Then the result of the assessment is provided to the individual and analyzed by the individual and coach to find the weaknesses and the strengths in the report. After that an action plan is developed to help the individual reach his goals. The positive aspects of implementing a 360-Degree Feedback system has led to increased acceptance by many organizations, but some oppose it due to its negative aspects. To learn more on the positive and negative aspects of the 360-Degree Feedback system, each aspect will be analyzed in detail.

Positive aspects of 360-Degree Feedback

The aim of providing feedback from multiple sources is that this feedback provides useful information for the individuals to modify their behavior in a positive way and support organizational cultural change, which will then lead to better job performance. The individuals are expected to have greater confidence and a sense of efficacy in their ability to use more effective behaviors on the job.

The benefits of using 360-Degree Feedback assessments can be grouped into four categories:

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[18] Evelyn Rogers, Charles W. Rogers, and William Metlay, *Improving the Payoff from 360-Degree Feedback* (HR. Human Resource Planning, 2002) 48-49.

1. Offers new and wider perspectives by which an individual's skills, behaviors, abilities, and or performance can be judged.

2. Improves some recognized deficiencies of top-down single-source assessments.

3. Provides the unique opportunity for individuals to rate themselves.

4. Assessments are used to reinforce organizational values and vision.[19]

Another positive element in using 360-Degree Feedback is that it creates a win-win solution, where the individuals receive fair and accurate information and the boss is relieved from the heavy load of evaluation used in the top-down system.[20] Moreover, using this system will lead to a better quality recognition system, because rewards will be directly related to performance, which will improve an employee's motivation and productivity. It creates fair, accurate performance measures that motivate employees and strengthens development. Also, since this system provides the employee with self-awareness from multi-source assessment, the individual is much more likely to accept the results, versus the one source top-down feedback. Finally, 360-Degree Feedback can help in identifying abusers since single source evaluations are less likely to be urged to confront employees with behavioral problems, but in the case of multi sources feedback there is more

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[19] Lt. Col. Mike Galloucis, *Is it Time for a 360-Degree officer Evaluation System?* (Army Magazine, 2001) 6. available from http://www.ausa.org/www/armymag.nsf/0/0E4B46BBAA66487D85256AE9004F330E?OpenDocument; Internet; accessed 30 Jan 2005.

[20] G.N McLean, *360-Degree Feedback: Does it belong in the Practitioner's toolkit* (Paper presented at the 1996 American Society for Training & Development Internal Conference & Exposition, June 1996) 73-78.

justification to confront them.[21] Consequently, it will improve the employees'
satisfaction with the work environment. There are many other positive aspects of
the 360-Degree Feedback system, but those noted above are the most significant
ones.

Negative aspects of 360-Degree Feedback

The theory of the 360-Degree Feedback sounds right, but is it without
problems? Only limited research data has been published on its effectiveness and
merits. There are recommended cautions when applying this system due to the
negative aspects noted below:

1. Time and cost of the system is a point of concern to most corporations,
   even the large ones. Either they seek external support from leadership
   development agencies, which is expensive, or they start from scratch by
   developing a group of employees and training them, which is time
   consuming.

2. The organization must make it clear to individuals that this system is used
   for development only, or for appraisal only, or for both. If 360-Degree
   Feedback is used for appraisal, it raises the question about what benefits
   will be provided to the individual. The feedback might not be honest
   because people in an organization tend not to criticize their friends. If 360-
   Degree Feedback is increasingly incorporated into appraisal, there is the

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[21] Linda De Leon and Ann Ewen. *Multisource Performance Appraisal Perceptions of Fairness*. available from http://carbon.cudenver.edu/~ldeleon/pad5220/resources/papers/msa.html; Internet; accessed 30 Jan 2005.

possibility of legal challenges to the value and accuracy of the information it provides and the decision based upon it.[22]

3. An effective process requires confidentiality and by doing so it will build trust, but if confidentiality is compromised the whole process can be compromised. A 1995 study found that 40% of raters who provided feedback in confidential and anonymous conditions would change their ratings if managers had access to the results and used them for appraisal.[23] The individual rater should not be identified, otherwise a rater may tend to protect himself by raising their rating of other individuals.

4. Honesty is a key issue in this system, and if subordinate feedback lacks honest assessment of the individual, such as to get the boss or get revenge, then the result does not represent the real quality of that individual.

5. The final negative aspect is that when choosing the raters, the individual should not choose all of the raters from his working environment or there may be inter-relationship involvement in assessment.

The implementation of any new system in our daily life will have positive and negative aspects, but the key issue is to implement the system in a way that benefits and develops your organization, as the 360-Degree Feedback has done for others.

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[22] Clive Fletcher, *The Dangers of Judging by Their Peers* (People Management, 1997) 50.

[23] Susan Ennis, *Assessing Employee Competencies* (Boston: Kluwer Academic Publishers, 1997) 17.

The Challenge

After the 360-Degree Feedback system has been introduced as detailed above, the real challenge will be introducing the system in the QAF environment. The challenges will always be there when you try something new, but the level of accomplishments is what counts at the end. Some of the challenges that QAF might face is in the acceptance of the system.The QAF culture is build through respect and trust first between one and another as per Islamic teaching, then the respect of the military ladder of ranks. The 360-Degree Feedback system might not be accepted by many in a position to evaluate a higher ranked individual or the individual who is been evaluated might not accept a lower rank to evaluate him. Another challenge in introducing the system is confidentiality, where in QAF small culture everybody knows each other. Individuals will fear that their output might be exposed in a way that could jeopardize their relationship with others.

To overcome the above challenges, QAF should not get rid of the traditional evaluation system, but rather develop the evaluation to include others who are most impacted by individual performance and actions. QAF should pave the way for 360-Degree Feedback to work alongside the traditional system step by step, and when the two systems are coupled with each other, the individual is more likely to accept the result because he can compare the two outcomes. The new system should not be viewed as a threat to superior control, but it should be viewed as support to superiors and to the organization as a whole. Sometimes the data acquired will not be what the individual want to hear, but it is useful to reveal those aspects, which a person does not see by himself.

QAF should present a plan that is well suited to overcome those challenges through a comprehensive methodology for implementing the 360-Degree Feedback system. If this plan is executed with care, then QAF culture will be ready and welling to try this new system for years to come.

The recommended plan that will suite QAF is presented below as a general idea of how this plan should work. If QAF HQ approves this plan, then there will be a need for time and money to set the stage right and to have a strong base to work from. Also, with the small size of the country, this plan might be adopted by other government organizations if it succeeds in QAF.

Recommendation for use of the system in QAF

There are relationships between culture and effective leadership characteristics. In other words, leadership qualities are perceived differently by one individual's nation than other nations according to their culture. Questionnaire surveys conducted in Japan, India, Indonesia, and the United States indicated important national differences. For example Japanese are inclined to follow a leader who is seen as profound, Indians to follow ambitious or pragmatic leaders, Indonesians to follow a religious leader, and Americans to follow leaders who are seen as openly and directly expressing opinions.[24] Qatar culture also has it's own leadership perceptions, where Qatarians follow leaders who are honest and have a strong character.

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[24] Walter W. Tornow and Manuel London, CCL Associates, *Maximizing The Value of 360-Degree Feedback* (San Francisco: Jossey-Bass Publishers, 1998) 201-202.

In order to discover those types of leaders, QAF should adapt the 360-Degree Feedback system in conjunction with the traditional top-down system that QAF uses. The top-down evaluation system might miss officers who have good leadership qualities due to dishonest evaluation report from his single rater, his superior. To stop this payback between the superior and his subordinates, the comparison between the 360-Degree Feedback system and top-down system evaluations will reveal the differences. So, the question is raised how to implement a suitable 360-Degree Feedback system in QAF?

The evaluation study will be challenging to start with, but if a good plan is prepared and well executed then the outcome will improve and enhance individuals and the QAF. The 360-Degree Feedback evaluation plan in QAF should start first with allocating an inside military committee especially for this purpose, because confidentiality of the raters is important, and there are restrictions on having outside assessors involved in military matters. Then the recommended plan guidelines are explained as follows:

1. The committee and raters should be trained in advance to insure that they know how to implement the system with clarity for all the participants. As one executive said "Training the raters on the use of the survey tool, the rating scale, as well as definitions of competencies, definitely leads to improved consistency of results."[25]

2. The committee should purchase a 360-Degree instrument from outside vendors and redesign it to fit the requirement of QAF. It could be

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[25] Evelyn Rogers, Charles W. Rogers and William Metlay, *Improving the Payoff from 360-Degree Feedback* (HR. Human Resource Planning, 2002) 49.

combinations of more than one instrument, but the resulting instrument to be used should have a questionnaire that gives result valuable to the QAF.

3. The introduction of the 360-Feedback to the individuals is the most important part of the evaluation process. The committee should have clear, well-defined goals on what individuals are going to archive from this process. This can be done through lectures explaining the benefits that they will get, such as personal improvements and developments leadership qualities.

4. The assessment process should be done as a questionnaire because it's a known tool type that personnel use most of the time and is more suitable for QAF than using other tools like personal interviews or electronic tools.

5. There should be a workshop or coaching after the assessment to teach the individuals how to use their results. The coaching could be by providing the individuals with books, multimedia tools, and videos, or what type of media they are comfortable with.

The acceptance of this evaluation system by the higher authorities and by the individuals themselves as a development tool is very crucial to the success of the plan. Once this phase is accomplished, QAF as a second phase should carefully plan to use it as part of the promotion, assignment, and selection process in conjunction with the traditional top-down evaluations system. A transition from the first phase of the plan (development) to the second phase of the plan (appraisal)

should not take place until full acceptance and confidence from the individual is perceived. Otherwise, the entire plan will lead to failure and distrust between the individuals and QAF.

The committee should continue planning to come up with the best questions to add to their questionnaire, to look at better ways of implementation, and to put consideration on lessons learned for future use.

Conclusion

Change in the 21st century is fast and the challenges are complex. To cope with those challenges each organization, civilian or military, should commit its resources to develop the leadership qualities of its people, which will result in overall success of the organization in this challenging world. Because leadership is important, we should find effective ways to measure it. As technology moves we should adapt to it with development systems that move in the same direction. Measuring leadership comes in many ways, such as the traditional top-down system in which only the boss evaluates the individual, or the multi-rater 360-Degree Feedback system in which the evaluation comes from people within the individual's circle of influence: supervisors, subordinates and peers.

The 360-Degree Feedback system is not new, and is something we use in daily life with our family and with our friends to tell each other about the performance or behavior that we have, right or wrong. Then we use this input to correct or keep those behaviors as we go along in our lives. The same thing applies to QAF, where measuring and improving individual job performance is very important to an officer's leadership improvement. The implementation of a 360-

Degree Feedback system, in conjunction with the traditional evaluation system that QAF uses now, will reach that required level of performance and will produce a more professional officer corps. Looking at the big picture, the benefits of using 360-Degree Feedback evaluation system outweigh the drawbacks, which could be resolved if a good design plan for implementation is executed according to QAF needs.

Changing the QAF's evaluation system is not an easy job, it is challenging and involves not only changes in administrative procedures, but also significant cultural changes, which are always emotional, complex and met some times with resistance if not well planned. Not only changing the evaluation system is difficult, but the prospect of keeping high-performing officers in the QAF is also a difficult challenge. So in order to execute the best 360-Degree Feedback system, one should make sure at least four things are be done, first to build trust, second to focus on development, third to enhance understanding during both the input and the output phases of the process, and finally the feedback itself needs to be linked to development plans and action plans.[26] Multi-rater results are more credible to individuals, motivating them to change and learn from these perspectives. A 360-Degree Feedback approach provides a more complete and accurate assessment than manager-only ratings.[27]

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[26] Walter W. Tornow and Manuel London, CCL Associates, *Maximizing The Value of 360-Degree Feedback* (San Francisco: Jossey-Bass Publishers, 1998) 194.

[27] Susan Ennis, *Assessing Employee Competencies* (Boston: Kluwer Academic Publishers1997) 14.

The future for 360-Degree Feedback looks promising for years to come, and it looks as if more civilian and military organizations are changing their assessment system if they have not already done so. That's where we should visualize the next step of QAF leadership evaluation, along the lines of other military organizations that use the 360-Degree Feedback system already.

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