



Agenda

- Welcome & Introductions
- Viva Glint 360 feedback programs
- Q&A

Today's hosts



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and meeting moderator Kathryn Bowen

Where are you in your Viva Glint 360 journey?

- a. Just here to learn
- b. Thinking about launching but haven't started
- c. First 360 is in progress now
- d. We've launched 360's before
- e. Other

What is the 360 product in Viva Glint?



The Microsoft Viva Glint 360 product is an assessment tool designed to **assess behaviors by rater feedback**. Organizations use 360 feedback for various purposes.

360s give employees insight into their **personal strengths and opportunities** from **multiple viewpoints**, rather than relying solely on the perspective of an immediate supervisor or manager.

Research shows...

85%

of people struggle
with self-awareness

95%

of people think they
are self-aware

360 definitions: Who is a part of the 360 process?

Subject

The person who completes a self-assessment and requests feedback from various people such reports as their manager, direct reports (if they're a people manager), and other collaborators.

Feedback provider

The person who completes a survey to provide feedback about the subject. Sometimes known as a "*rater*". Feedback provider categories typically include:

- Direct reports
- Manager
- Peers
- Collaborators
- Self (required)

Coach

The person who guides a subject in understanding the 360 report and determining next steps. The coach doesn't have to be the subject's manager. An assigned coach is not mandatory.

Manager

The subject's manager – they often support the subject in next steps after receiving their 360 results.

360 design best practices

- Avoid using 360s for performance evaluations. This could lead to **bias**.
- **Customize** your questions and competencies to align with your organization's **unique essential behaviors**.
- Allow **ample time** to collect feedback. A typical 360 cycle is 3-5 weeks.
- To encourage quality feedback, a maximum of **10-20 questions is best**. The item set should include 2-3 open ended questions.
- Add the **ability to add comments** on every rating question.
- Make all questions **optional** to allow participants to skip questions that may not feel are applicable.

Viva Glint's Core 360 Items

Item name	Item text
Adapts Approach	Adapts approach in real time to match the demands of different situations.
Clarifies Roles	Communicates roles and responsibilities clearly.
Collaborative Problem Solving	Helps others think through and solve complex problems.
Communicates Clearly	Conveys information, ideas, and concepts clearly.
Encourages Initiative	Encourages others to find new or better ways to get things done.
Encourages Teamwork	Encourages collaboration among team members.
Focuses Under Stress	Keeps team productive during times of uncertainty or stress.
Gains Trust	Gains the trust of others through honesty, integrity and sincerity.
Holds Self Accountable	Holds self accountable for achieving business objectives.
Limiting Impact	What is one thing [Subject Name] can do to have a greater impact on the team?
Motivates Excellence	Motivates people to do their best.
Positive Impact	What is one thing [Subject Name] is doing that is having a positive impact on the team?
Provides Feedback	Provides others with feedback that helps them improve their performance.
Psychological Safety	Fosters an environment where everyone can be themselves.
Recognizes Contributions	Recognizes contributions of individuals and teams.
Self-Awareness	Acknowledges own strengths and weaknesses.
Translates Strategy	Translates the business unit's strategy into specific goals.
Works Collaboratively	Works collaboratively with others across the business.

Considerations when designing your 360

Item rating scale

The Viva Glint 360 product currently only supports a 5- or 7-point rating scale for reporting results. Configuring questions outside of the 5- or 7-point rating scale should be avoided to ensure no issues with reporting will arise.

External parties

Due to legal requirements, the Viva Glint 360 product is unable to include subjects or feedback providers who sit outside of the client's organization.

Confidentiality

Responses that don't meet the minimum confidentiality threshold won't show up in the reporting analysis. For example, if a manager only has 2 direct reports, and the confidentiality threshold is set to 3, the manager won't be able to see the feedback that is provided by the 2 direct reports.

Subject experience



Your 360 feedback cycle has launched

This process is designed to provide insight into how you show up in a work setting from a variety of viewpoints, which can include those of your manager, your colleagues, your direct reports, and even your own.

Here is what to expect

- 1 Select 10-15 feedback providers who can provide different points of view on what it's like to work with you. For non-manager groups, try to invite at least 5 people to ensure enough responses are received to meet confidentiality requirements for your report. Please finish selecting all feedback providers by October 12, 2023.
- 2 Take a few moments to complete your self-assessment by October 12, 2023.
- 3 Meet with your coach to discuss your results and next steps.

[Select feedback providers](#)

[Opt out](#)

Subjects receive a
welcome email
providing them with
next steps in the 360
feedback process.

Hey Shania Kirby! It's time to select some feedback providers.

Some of the feedback provider buckets have been pre-filled so just look them over and make sure they are accurate. Make sure to add feedback providers to the ones that are not.

We've added your Manager. Is this right?

This is who Shania reports to. Add or remove as necessary.



Daniela Mander
SVP Marketing

Not invited yet

🔍 Search for a user to add your manager

We've added your directs, is this right?

This is who reports to Shania. Add or remove as necessary. You will need a minimum of 3 raters to respond in order to see results for this category.



Aaron Buxton
Senior Marketing Manager

Not invited yet



Babak Shamm
Marketing Manager

Not invited yet



Beth Davies
Senior Marketing Manager

Not invited yet



Bruno Zhao
Principal Marketing Manager

Not invited yet

Send invites

Subjects login to Viva Glint to **select their feedback providers**. Once they've made their updates, they send out the invites.

Hey Shania, here's what you need to do.

360-degree feedback is a process through which feedback from an employee's directs, colleagues, and supervisor(s), as well as a self-evaluation.



STEP 1

Select feedback providers

Here is where you'll need to select 8-10 feedback providers for your 360 review. We have pre-filled your direct reports and manager.

0% response rate

[View or edit](#)



STEP 2

Take your self-assessment

Taking 30 minutes to answer questions about yourself will allow you to see how your feedback matches with your peers.

Due December 11, 2023

[Take assessment](#)



STEP 3

Get your report and reflect

Once the cycle ends, your coach will help you understand your report and figure out next steps.

Awaiting results

After feedback providers are invited, the subject is taken to complete their self-assessment.



Giving feedback to

Shania Kirby

about

Leadership 360

Progress



1/20



Hi, Shania!

Welcome to your 360 Leadership feedback self-assessment. Being honest with your responses will make for a more accurate report.

Your feedback is visible to you and a limited number of people that are granted permission by your organization to view your 360 report. See your organization's Privacy Policy for more information. Learn how Viva Glint handles survey responses in [Microsoft Viva Glint Reporting and Confidentiality Rules](#).



Shania's key insights

We've prepared a list of important insights for you. In the "Your Relative Strengths / Opportunities" modules, you can easily create a focus area to track next steps to develop your opportunity areas and leverage your strengths.

Responses

72% response rate • 18 of 25 responded



- 11 Direct reports
- 4 Collaborators
- 2 Managers
- 1 Self

Comments

18 feedback providers left comments

29

[View comments](#)

Top relative strengths

Here are areas rated highest by your feedback providers (not including yourself). We recommend taking a moment to reflect on these areas to better understand where others see you as most effective. What is your most important strength you shouldn't lose sight of?

4.6

Integrity & Ethics: Treats Others Fairly

Treats people fairly and without favoritism.

Realized

[Take action](#)

4.5

Communication: Communicates Clearly

Conveys information, ideas, and concepts clearly.

Realized

[Take action](#)

Integrity & Ethics: Models Values

After the cycle closes, subjects receive an email with a **360 feedback report**, which summarizes their strengths and opportunities for development.

Subjects can **choose a focus area** directly in their report.

360 Reporting

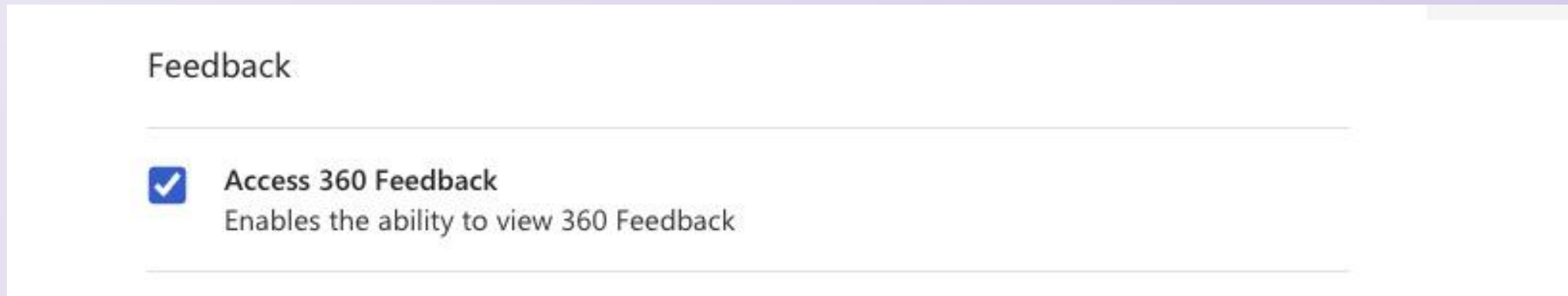
- Reports can be viewed in the Viva Glint platform or exported as a PDF.
- The minimum requirement to generate a report is: 1) the self-assessment must be completed; and 2) at least one feedback provider category must meet the confidentiality threshold.
- The 360 admin can choose who receives access to the 360 reports and when. The report release can be automated for the subject, the subject's manager and the coach. The reports can also be manually released to other users when needed.
- Subjects will be notified about who has access to their data.

Getting started configuring your 360 feedback programs

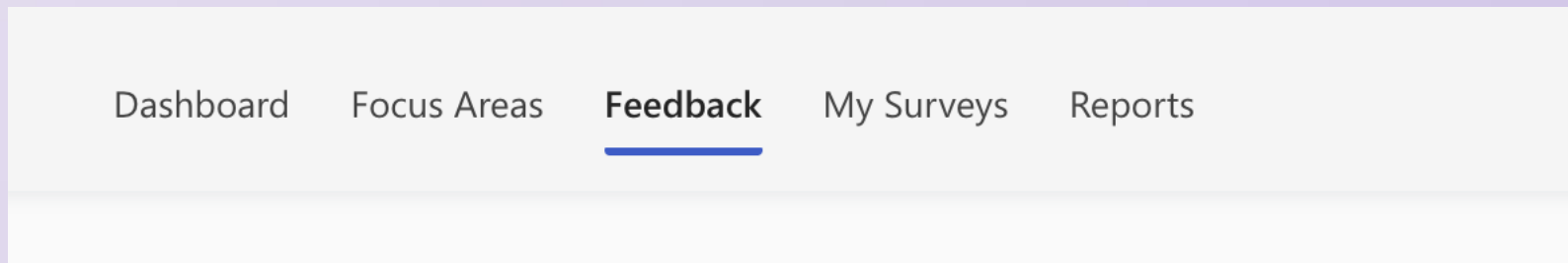


User permissions for 360s

In your **Active Employees** user role, check the **Access 360 feedback** permission.



This ensures the **Feedback** tab in Viva Glint is accessible to users, which is where subjects access their 360s and where users go to access reports shared with them.



User permissions for 360s

You may also wish to turn on the **Create Focus Areas** permission in your **Active Employees** user role. This gives users with survey results, including 360s, the ability to create a focus area from their opportunity areas.

Focus Areas And Conversations



Create Focus Areas

Enables users to view and create focus areas

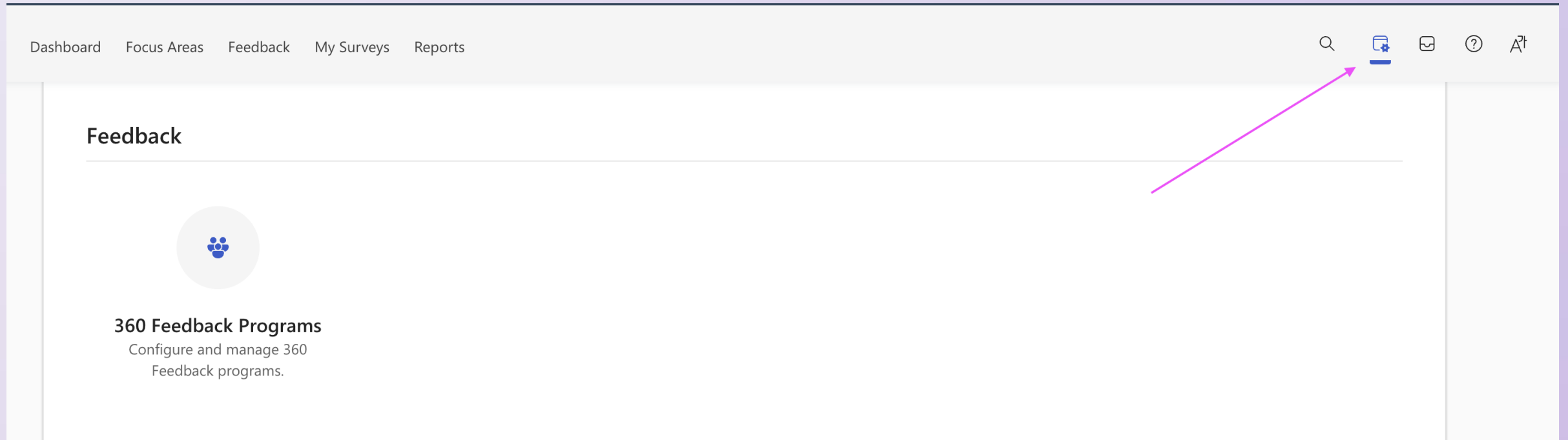


Manage Focus Area Periods

Enables users to create and edit focus area time periods.

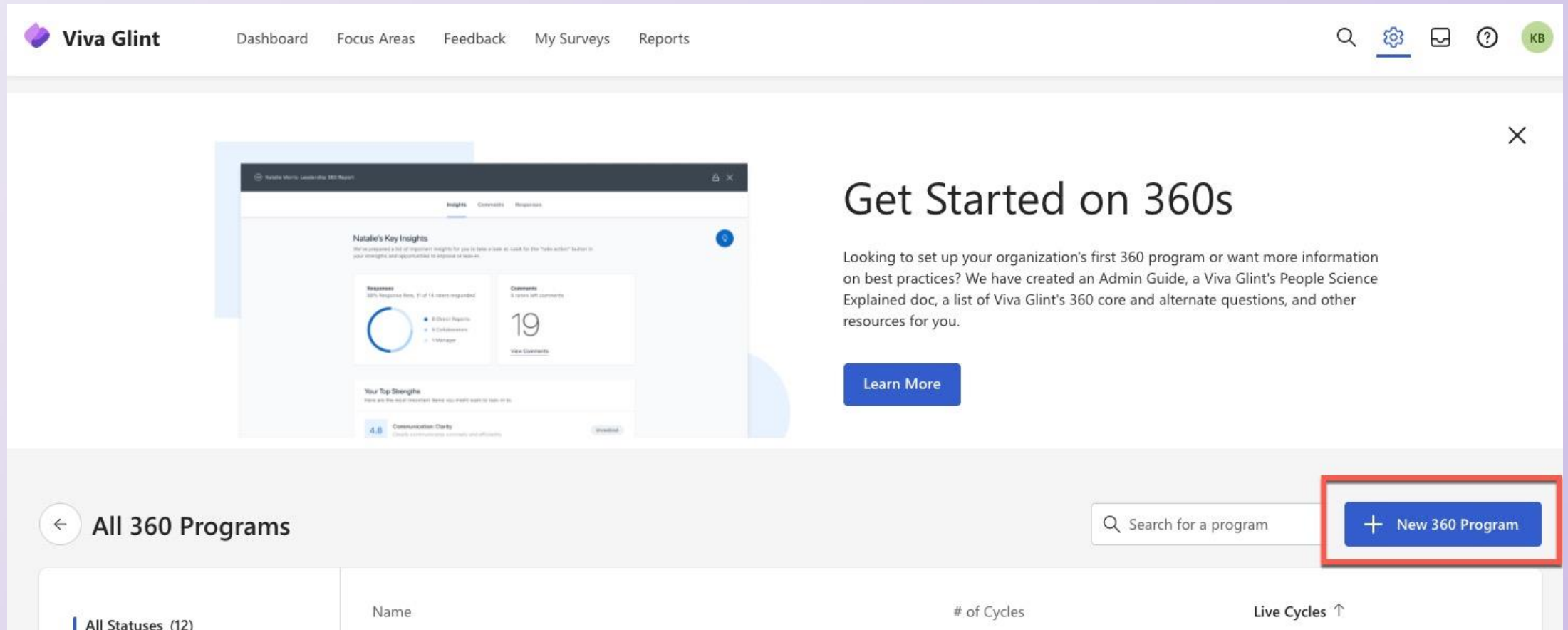
360 admin configuration

From the admin **Configuration** page, create or edit 360 programs within the **360 Feedback Programs** section.



Create a program










Select **New 360 program**. You can choose to start from Glint's standard Manager 360 template or choose Blank 360 to create a program from scratch.



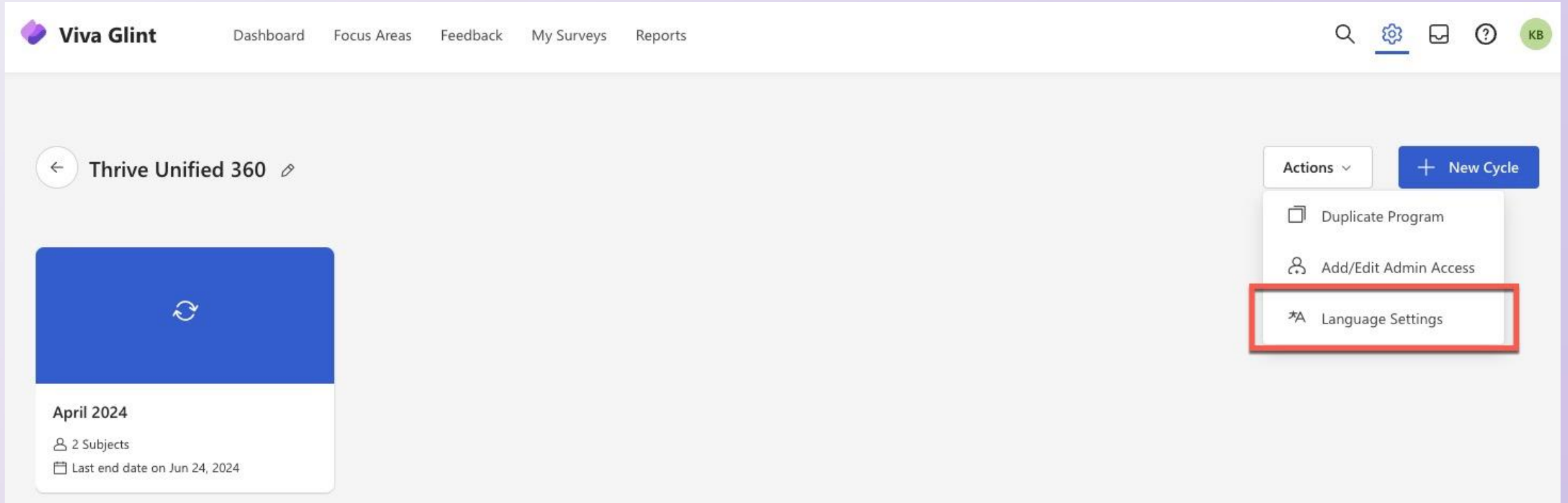
The screenshot displays the Viva Glint dashboard. At the top, the navigation bar includes the Viva Glint logo, menu items (Dashboard, Focus Areas, Feedback, My Surveys, Reports), and utility icons (search, settings, notifications, help, and a user profile icon labeled KB). A large modal window titled 'Get Started on 360s' is open, featuring a preview of a 'Natalie Morris Leadership 360 Report' on the left and instructional text on the right, accompanied by a 'Learn More' button. Below the modal, the 'All 360 Programs' section is visible, containing a search bar and a blue button labeled '+ New 360 Program', which is highlighted with a red rectangular box. Below this section, a table header is partially visible with columns for 'All Statuses (12)', 'Name', '# of Cycles', and 'Live Cycles ↑'.

Set up a cycle to use as your template going forward

Cycle Settings

	Setup	June 2024, English, 6 feedback provider categories	
	Survey Questions	18 questions	
	Overview & Feedback Provider Selection Content	Content saved	
	Competencies & Reporting	13 competencies	
	Schedule & Communication	Set key dates and configure reminders	

Language settings & translations



At the program level, you can **choose the languages** you want to make available for 360 participants. Viva Glint provides translations in **over 70 languages** for all our standard content.

After you configure your content at the cycle level in the default language, you can **bulk export and import** your translations for any customized content.

360 communications & scheduling

Schedule & Communication

days before feedback provider selection end date

+ Add 'Select Feedback Providers' Reminder

Upon feedback provider invitation
Give feedback' email sent to invited feedback pro

If all feedback providers have not given feedback
Send 'Response rate' email to subject 5 days befo

Add 'Give Feedback' Reminder

When report is released to coach
Send 'Report is ready' email to subject's coach

When report is released to subject
Send 'Report is ready' email to subject

When report is released to manager

Response Rate Email

Save Changes

Edits made to this email are only for this cycle. Switching from edit mode to preview, as well as switching languages, will automatically save your content changes.

Send this email to subject ☒ On
Will be sent 5 days before cycle close date

Language: English (default) Preview Edit

Subject Line See who Still Needs To Give You 360 Feedback

Glint

[360 Subject], see who still needs to give you 360 feedback

Awaiting responses From [Participant Count] people

[Feedback Provider Full Name]

In the Schedule & Communications section, there are **email templates** for subjects and feedback providers that the 360 admin can **customize** and **schedule in advance**.

We recommend configuring **multiple reminder emails** throughout the cycle to increase response rates.

Managing subjects

In your cycle, **import subjects in bulk** or manually add them using the search bar.

Manage Subjects (0)


🔍 Search for a subject

📄 Import Subjects

📄 Export Subjects

Name	Coach	Feedback Providers to be Invited
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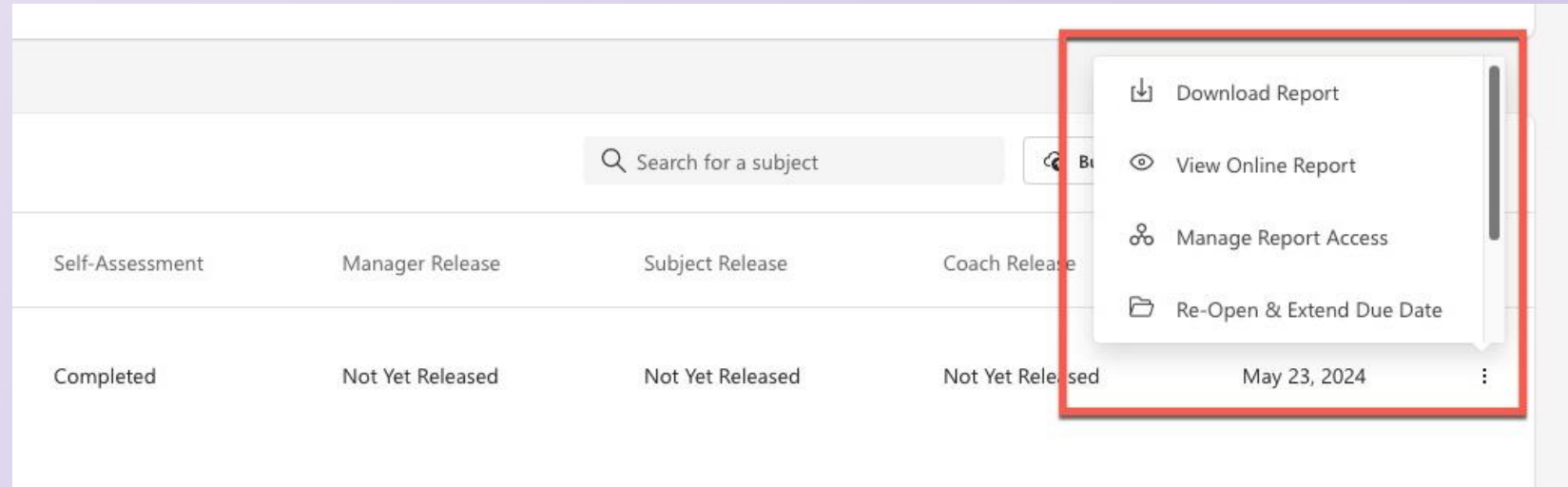
🔍 Add a Subject



Managing your live & completed cycles

When a 360 cycle is live, the cycle overview page shows:

- Subjects who haven't invited feedback providers
- Subjects with no self-assessment
- Subjects who don't meet criteria to have a report.



Self-Assessment	Manager Release	Subject Release	Coach Release	
Completed	Not Yet Released	Not Yet Released	Not Yet Released	May 23, 2024

Admins have flexibility with extending deadlines, closing surveys early or re-opening surveys after the cycle ends.

Ensuring your 360 programs are successful

Relevant

Topics covered should be **directly applicable** to the employee's job and aligned to their development journey.

Supportive

Provide **guidance** to 360 participants to provide clarity on the purpose and expectations for follow-through.

Scalable

Develop your programs to **incorporate automation** and establish a scalable foundation that minimizes administrative burdens on HR.

Ongoing

Encourage accountability, **integrate** 360 developmental goals into other organizational practices, such as quarterly goal discussions.



Resources

[Viva Glint 360 product documentation](#)

[Viva Glint 360 subject guide](#)

[Training on the Viva Glint 360 feedback program](#)



Q&A

Thanks for joining!

Register for our upcoming
Psychological Safety webinars

**Think like a People Scientist: Understanding
employee reactions to AI**

March 19, 9am PST

Building Psychological Safety

April 10, 9am PST

Viva Glint: Ask the Experts
feedback



Scan this code to share your feedback about today's session.

Appendix