

# PACE360°

MASTER LEADERSHIP,  
MAKE A DIFFERENCE

**360°  
FEEDBACK**

Distributed by CBV Group

## TABLE OF CONTENTS

About PACE OD Consulting	2
Our Calling	5
What is 360° Feedback?	7
The History of 360° Feedback	8
360° Feedback Today	10
The Story Behind PACE360°	12
Our Founders	12
Key Features of PACE360°	15
Introduction to PACE360°	16
PACE360° People Leader Assessment	18
PACE360° Organisation Leader Assessment	19
Holistic Execution & Holistic Development	20
Closing Remarks	23

## ABOUT PACE OD CONSULTING

Against the backdrop of a severe economic downturn in 1998, Dr. Lily Cheng and Dr. Peter Cheng co-founded PACE OD, inspired by their deep calling to help organisations to Perform Above Challenging Environments.

Since 1998, PACE has stayed true to this purpose to help organisations by providing a holistic OD diagnostics and interventions to resolve their people and leadership development and challenges.

Over 2.5 decades, PACE has provided real help to MNCS, LLEs, Government Agencies, Education Institutions toward achieving their organisational effectiveness in their respective industries and operating domains.

Our diverse experiences and expertise in designing and delivering research-based OD solutions have impacted over 150,000 individuals and leaders from over 500 organisations across 18 industries across Asia, Europe and the United States.

Our OD doctors and consultants work very closely with our clients by diagnosing the root causes embedded in their OD challenges and followed by holistic and targeted OD solutions that include pre-intervention surveys, consultancy services, workshops, post-workshops, executive coaching among other pertinent interventions and finally, driving the sustenance of our client's continual success.

In flow with the evolving learning and equipping technology, our international clients can access our proprietary and evidence-based learning contents, digital OD solutions, technology-based instruments, and mobile apps, from wherever they are across the globe.

Through our OD solutions and offerings, HR, HROD, L&D professionals, C-Suite leaders, business owners, and anyone who embraces holistic learning, development and interventions can be equipped with the needed OD knowledge, systems, processes, resources and competencies to advance their organisations to thrive in this truly VUCA world.

PACE is committed to partner with you and your organisations towards achieving its propose. We look forward to partnering with your organisation as it endeavours to thrive in its operating domain.

### OUR *Vision*

Helping organisations realise shared aspirations with authenticity to attain organisational excellence.

### OUR *Mission*

We facilitate authentic stakeholder engagement through OD solutions that transform leaders, people and organisations.

## OUR Core Values

### *Passion*

We exude boundless energy in what we do

### *Authenticity*

We are genuine and trustworthy in all relationships

### *Challenge*

We proactively innovate and change for better outcomes

### *Espirit De Corps*

We inspire commitment and strong regard for the team



# Being *Real* Matters.

Advancing Real<sup>®</sup> OD Practice is the heart of our business,  
helping organisations achieve their potential.



## OUR *Calling*

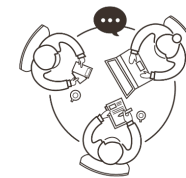
At PACE, we are committed to advancing Real<sup>®</sup> organisational development (OD) practice, positively impacting organisations we work with.

We confront business realities with humility, courage and maturity. We are authentic in all our dealings and relationships. We articulate the truth with courage and embrace adaptive actions instead of defensiveness.

We strive relentlessly to help build transformational organisations that develop their leaders and people to be truer and greater versions of themselves.

We perform the roles of OD doctors, coaches, facilitators, researchers but most of all, we are friends to our clients.

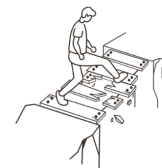
## OUR *Trueline*



We are resolved to help advance organisations through REAL collaboration



We are authentic in all our dealings and relationships



We confront brutal facts with actions not defence



We relentlessly help leaders be REAL



We are courageous to articulate the truth



## WHAT IS 360° FEEDBACK?

---

360° feedback involves the process of collecting views, opinions, and perceptions about a focal individual's behaviour. It also looks at the impact of that behaviour from diverse sources such as the individual's supervisor or bosses, direct reports, colleagues, fellow members of project teams, and may include internal and external customers, and suppliers (Drew, 2009; London & Smither, 1995; McCarthy & Garavan, 2001).

More specifically, 360° feedback is a formalised and structured process whereby the focal individual or "ratee" receives feedback from multiple individuals or "raters" who should have regularly interacted with the ratee being reviewed (Hannum, 2007). The objectives of 360° feedback exercise include feeding the feedback to the ratee regarding his or her behaviour in the workplace and how it affects other organisational members that work with the ratee, providing the ratee with feedback on their performance behaviours and outcomes as well as their potential, thus allowing the ratee to identify and establish development goals if possible (Lepsinger & Lucia, 2009; McCarthy et al., 2001). These goals should support the advancement of his or her personal and professional development, which in turn would benefit the organisation as a whole. In addition to the feedback provided by others, the ratee also provides his or her own self-assessment on the same criteria, and by doing so the circle of the 360° feedback process is completed (Lepsinger et al., 2009).

Notably, 360° feedback has gained prominent popularity - its implementation has become a growing trend in recent years (Atwater et al., 2000; Atwater & Yammarino, 1996). This popularity is largely based on the perceptions of organisational leaders that 360° feedback is instrumental in establishing a culture for continuous learning and providing more holistic feedback for employees, which could lead to improved individual and organisational performance (Lepsinger et al., 2009).

## THE HISTORY OF 360° FEEDBACK

---

The history of 360° feedback can be traced back to the World War II, when the German military started collecting feedback from multiple sources for performance evaluation (Fleenor & Prince, 1997). One of the earliest records of multi-source survey for employees was at the Esso Research and Engineering Company in the 1950s (Bracken, Dalton, Jako, McCauley, & Pollmen, 1997). In the same period of time, the widely applied Management by Objectives (MBO) and research (showing the productivity and happiness at the workplace were related to the employees receiving information on their performance), led to the practice of providing downward feedback (Hancock, 1999). Although downward feedback increases performance and productivity at the workplace, it provides “only one perspective and was necessarily limited” (Lepsinger et al., 2009).

After the initial emergence of downward feedback in the working place, academics and practitioners began to raise questions about how to provide people with a broader and more accurate picture of their performance during the mid-1960s and early 1970s (Lepsinger et al., 2009). Notably, researchers began to investigate the effect of feedback from direct reports — those most directly affected by the boss’s behaviour — on managerial performance. Studies supported and substantiated the hypothesis that the feedback from direct reports, or “upward feedback”, provided an evaluation on the boss’s behaviours (Hancock, 1999), and could positively impact the career development of the boss, when he/she learned more about how his/her direct reports perceive him/her (London & Smither, 1995).

However, upward and downward feedback does not include the perspectives of significant observers that comprise of colleagues, other senior managers, and customers – who are affected by the behaviours of a given manager. Such feedback is poised to observe behaviours that might not be apparent to a direct supervisor or a direct report (Lepsinger et al., 2009). Feedback from colleagues provides insights on how a manager behaves in team situations and can be used to influence the



managers - suggesting the need for 360° feedback. It can be used to influence and gain commitment to behaviour change when no direct authority can be exercised (Lepsinger et al., 2009)

The research in leadership had called for an assessment tool which would be able to guide the leaders to develop leadership skills (Alimo-Metcalfe, 1998; Posner & Kouzes, 1988), and 360° feedback has become this assessment tool.

Organisations increasingly noticed that traditional feedback practices were no longer applicable and realised the competitive advantage that 360° feedback could bring to organisations, especially with three trends in the global business paradigm: raised competition, customer orientation (Lepsinger et al., 2009), and increased technology and specialisation (Hancock, 1999). The advantages of applying 360° feedback gave rise to the popularity of implementing it within organisations. Compared to traditional feedback practices, it provides a comprehensive view of the focal individual’s behaviours on the job from a number of different angles — in their functions as managers, team members and direct reports and in their relationships with the internal and external stakeholders, (Lepsinger et al., 2009).

## 360° Feedback Today

Evolving from there, 360° feedback has since been presented within a framework that gives the focal individual the opportunity to exercise and improve the key behaviours, serving as a platform to bring about real, measurable changes in the focal individuals' behaviours (Lepsinger et al., 2009).

With the popularity of 360° feedback, it has been reported that millions of dollars have been invested by organisations worldwide on administering various versions of the instrument (Atwater & Yammarino, 1996).

Data suggests most Fortune 500 and 1000 companies have adopted multi-source feedback assessment (Cheung, 1999; M. R. Edwards & Ewen, 1996), and “every Fortune 500 firm is either doing it or thinking about it (London & Smither, 1995).”

Today, 360° feedback systems seem to be commonplace in organisations (Church & Bracken, 1997; London & Smither, 1995; Walker & Smither, 1999) and continue to gain popularity (Bracken & Rose, 2011).

McCauley and Moxley (1996) regarded 360° feedback instrumental in the unfreezing process and in motivating the managers to rethink how their behaviour would impact others. A number of factors were found to be of great importance in maximising the developmental potential of 360° feedback, which include:

- 
1. The provision of good data from various sources to the ratee.
  2. The encouragement of ratees' openness to receiving and accepting feedback.
  3. The development of a practical action plan.
  4. The overall organisational support for individual development.
  5. They also pointed out the importance of embedding 360° feedback in a larger management development process in order for it to be utilised most effectively.
- 

While 360° feedback has been increasingly practised by organisations over the past decade (Atwater & Waldman, 1998; Drew, 2009), Keffe, Darling and Natesan (2008) proposed that organisations put emphasis on the enhancement of 360° feedback management and develop a commitment to organisational leadership team development in order to succeed in the highly competitive world of today.

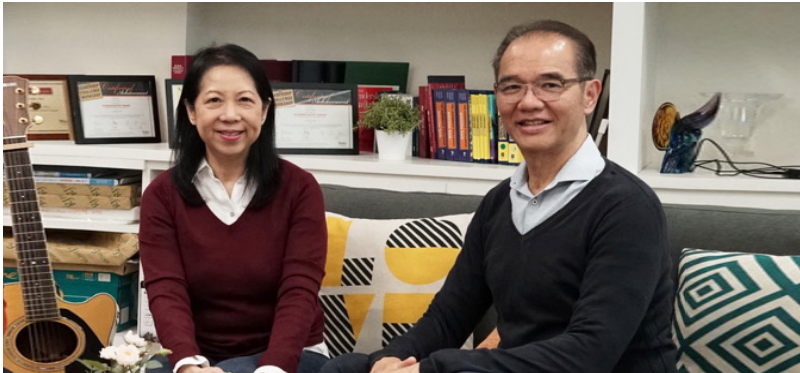
## THE STORY BEHIND PACE360°

---

Seeing the need to contribute new insights to the field of OD, Dr. Peter Cheng and Dr. Lily Cheng's relentless pursuit of knowledge saw them embarking on Ph.D research in 2011-2014 to deepen PACE's capability of developing innovative, credible OD solutions for organisational excellence.

The PACE360° Feedback Assessment System was conceptualised and developed after extensive research into credible and meaningful feedback constructs that will improve the behaviours and competencies of people managers and organisation managers.

### Our Founders



Dr. Peter Cheng's research paper, "Perceived Credibility of 360 Feedback and Evaluation of Outcome and Attitudes towards Behavioural Change" show the significance of factors such as administration, interpretation, credibility of raters, objectivity of raters and confidentiality- all of which affect the perceived credibility of the 360° feedback exercise, which itself affects whether the ratees are likely to adopt a positive attitude to making behavioural changes in line with the feedback.

Having understood the intricacies of what and how to foster positively perceived credibility of 360° feedback, Dr. Peter Cheng has utilised his knowledge and expertise to design PACE360°, a credible 360° feedback system that facilitates the participating leaders to embrace positive attitudes towards behavioural change in response to the feedback garnered.

Complementing to Dr. Peter Cheng and Dr. Lily Cheng's papers "Enablers That Positively Impact Successful Implementation Of Organisational Change From The Perspective Of OD Practitioners" has allowed her to become a thought leader among change experts, in facilitating workplace environments to enable behavioural change. With the change of behaviours expected by organisations from their participating leaders in 360° feedback assessment, Peter and Lily' expertise has and will continue to impact and create value for leaders globally, with the PACE360° Feedback Assessment System.



## Key Features of PACE360°

The PACE360° Feedback Assessment System is designed with the following features to provide accurate and quality feedback reports that People Leaders and Organisation Leaders can utilise to develop their leadership competencies.



PACE360° emphasises the need to master both **transactional** and **transformational leadership skills**, allowing leaders to use PACE360 as a valuable platform to garner feedback and develop holistic leadership behaviours.



PACE360° consists of different but related constructs for **People Leaders** (frontline and functional managers) and **Organisation Leaders** (HODs and above), helping all leaders in the organisation establish a common leadership language.



PACE360° constructs measure a leader's competency behaviour frequency in **External Business Enablers, Internal Business Enablers** and **People Enablers**, aligning a leader's leadership behaviours with desired organisational excellence and growth.



PACE360° captures both **quantitative data** and **qualitative data**, allowing the creation of a detailed report, analysis and implications for a leader's development action plan.



PACE360° captures accurate feedback data from raters by using a **7-point Likert Scale**.



# INTRODUCTION TO PACE360°

The PACE360° Feedback Assessment System examines the transactional and transformational leadership competencies of leaders who desire to master management and leadership skills to build organisation effectiveness. Our vision is for PACE360° to help develop effective leaders who will make a significant difference to their people and organisations.

Organisations that engage the PACE360° Feedback Assessment System stand to benefit from its rich base of leadership competency libraries, that is both current and widely applicable across diverse culture industries and geography.



# WHO SHOULD USE THE PACE360° FEEDBACK ASSESSMENT SYSTEM?

Recognising the different skills required from People Leaders (frontline and functional managers) and Organisation Leaders (HODs and above) to perform their roles effectively, PACE360° consists of two distinct, comprehensive assessment instruments to provide for the development needs of each group.

Each assessment instrument measures 60 behaviours in 12 competency clusters across the 3 dimensions of External Business Enablers, Internal Business Enablers and People Enablers.

Dimensions	People Leader (Frontline Managers)	Organisation Leader (HODs & Above)
<b>External Business Enablers</b>	<ol style="list-style-type: none"> <li>1. Strategic Thinking &amp; Planning</li> <li>2. Local Orientation</li> <li>3. Partnership Building</li> <li>4. Customer Orientation</li> </ol>	<ol style="list-style-type: none"> <li>1. Visionary Thinking</li> <li>2. Global Orientation</li> <li>3. Partnership Building</li> <li>4. Customer Insights</li> </ol>
<b>Internal Business Enablers</b>	<ol style="list-style-type: none"> <li>5. Uphold Ethics and Values</li> <li>6. Sound Judgement</li> <li>7. Manage Change</li> <li>8. Performance Drive</li> </ol>	<ol style="list-style-type: none"> <li>5. Uphold Ethics and Values</li> <li>6. Seasoned Judgement</li> <li>7. Lead Change</li> <li>8. Growth Drive</li> </ol>
<b>People Enablers</b>	<ol style="list-style-type: none"> <li>9. Influence Others</li> <li>10. Enable Others</li> <li>11. Manage Teams</li> <li>12. Manage Talents and Diversity</li> </ol>	<ol style="list-style-type: none"> <li>9. Influence Others</li> <li>10. Enable Others</li> <li>11. Build Teams</li> <li>12. Value Talents and Diversity</li> </ol>

## PACE360° People Leader Assessment

Being sandwiched between direct reports and the senior management, frontline and functional managers often face challenges in making decisions that simultaneously meet employees' demands and organisational goals.

To be effective in their roles, these managers need to be equipped with critical competency behaviours that not only help them stay objectively balanced in their decisions, but also ensure all stakeholders support the decisions or policies implemented.

The PACE360° People Leader Assessment is designed to provide feedback to these functional and frontline managers on their effectiveness in influencing, enabling and managing their people to support key decisions and policies needed to advance their organisation to greater heights.

### THROUGH PACE360°,

#### Functional and Frontline Managers will:

1. Reflect on how they manage change and drive performance while upholding clear ethics and values.
2. Leverage feedback on external enablers such as building partnerships, customer focus and scanning the environment for business opportunities and managing potential threats facing the organisations.
3. Consider their behaviours in engaging visionary thinking to bring their department forward with a global perspective beyond the local business landscape.
4. Be imparted with the importance of establishing external partnership and leveraging customer insights to create value for their customers.
5. Reflect on how they demonstrate seasoned judgment among other important competency behaviours.

## PACE360° Organisation Leader Assessment

The responsibilities of the senior managers are by no means light, having to be accountable for their departmental, divisional and business unit goals and leading their teams toward to achieving them. Without a competent and engaged middle management team with adequate leadership skills, these senior managers' success will be limited and unsustainable.

The PACE360° Organisation Leader Assessment provides senior leaders with feedback that mirrors their effectiveness in demonstrating competency behaviours that are instrumental for spelling their success as leaders of leaders.

### THROUGH PACE360°,

#### Senior and Organisation Managers will:

1. Reflect on leadership competency behaviors that include visionary thinking, being global oriented.
2. Leverage feedback on building external partnerships, and garnering customer insights that give them competitive advantage.
3. Enjoy feedback on how they lead change initiatives, drive growth with seasoned judgement guided by ethical practices.
4. Consider how they value talents, build teams, influence and enable others to act, with the main goal of helping them craft a leadership development plan to becoming a more effective leader in the workplace.

## Holistic Execution & Development

Both PACE360° People Leader and Organisation Leader Assessment Systems are accompanied by the following services that will result in holistic execution and higher perceived credibility of the feedback exercise when implemented by an organisation for its leaders. Organisations have the option to engage PACE OD Certified Facilitators, or local Certified Facilitators (distributors) for countries outside of Singapore.

### A. Pre-PACE360° Feedback Briefing

PACE360° Certified Facilitator will facilitate the objectives of the feedback exercise and meanings of its constructs for the leader (ratee) to:

1. Understand the constructs as to avoid misinterpretation
2. Embrace objective mindset in self assessment and selection of raters
3. Foster positive attitudes towards the feedback report and behavioural change

### B. PACE360° Feedback Administration Service

PACE OD its local distributors will set up the PACE360° Feedback Assessment System on the PACE360° online portal. This includes sending invitations to leaders and observers for participation, managing timelines, generating reports and post-feedback follow up if necessary.

### C. PACE360° Feedback Interpretation Service

Interpretation of the PACE360° Feedback Assessment Report by a PACE360° Certified Facilitator to provide detailed analysis of the feedback, facilitate the understanding of the report and implication of the actions to be taken as part of the development plan.

### D. PACE360° Skills-equipping Workshops

(Based on the PACE360° Competency Behaviours)

1. Skills-equipping workshops that will see the participants of the feedback program learn and demonstrate the behaviours based on the 12 competency clusters.
2. Providing the necessary instructionally designed workshops by the Certified Facilitator that is aligned with the competencies of the PACE360° Feedback Assessment constructs

### E. PACE360° Post-Feedback Sustenance Program

Post Feedback Sustenance Program optimises the transfer of learning of the feedback exercise by doing assignments, reviews and learning more about the competencies of PACE360° Feedback Assessment to appreciate the benefits.



**DR. PETER CHENG & DR. LILY CHENG**

*FOUNDERS, PACE OD CONSULTING*

## CLOSING REMARKS

---

At PACE, we endeavour to enable our client organisations and industry partners, facilitators globally to thrive in the fast-changing business environment through quality content curation and diagnostic instruments.

Organisational Leader and People Leader 360° feedback assessment are curated to have leaders from all industries garner feedback on their leadership behaviours, contrasting against the world-class leadership behaviours.

As an online leadership development and assessment instrument, Organisational Leader is curated for leaders holding HOD position and above while People Leader is designed for front-line managers, team leaders and supervisors.

Nestled on 12 leadership competencies and 3 dimensions that include External Business Enablers, Internal Business Enablers and People Enablers, participants of Organisational Leader 360° and People Leader 360° assessment will receive critical feedback on which lays the path for them to work towards becoming globally competent leaders in their organisations.

Contact us for more information and you'll be glad you did.

Respectfully yours,

*Dr. Peter Cheng and Dr. Lily Cheng  
Founders and Master Facilitators  
PACE OD Consulting*

No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the copyright owner.



**PACE O.D. CONSULTING PTE LTD**

1 Commonwealth Lane, #06-14, One Commonwealth, Singapore 149544

Tel: (65) 6278 8289

Email: [connect@pace-od.com](mailto:connect@pace-od.com) • Website: [www.pace-od.com](http://www.pace-od.com)