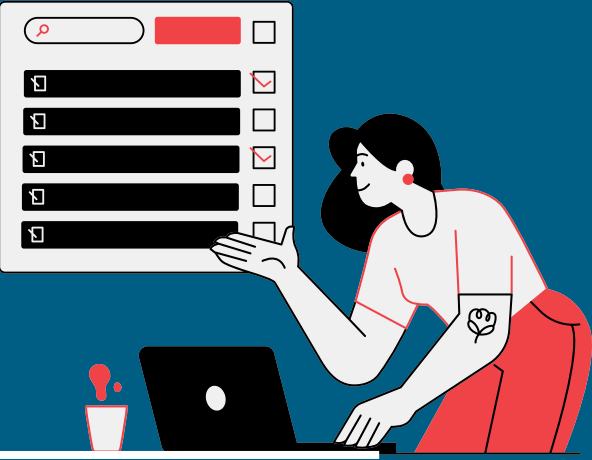


# 360 appraisals

Bridgend College’s mission is to enable all staff and students to be all that they can be (Bridgend College, 2020). Bridgend College can be seen to foster a supportive, inclusive and innovative culture, however there is room for improvement to fully embed this across the organisation. Organisational culture can be defined as “*just the way that we do things around here*” (Young, 2024b). Organisational culture shapes the way employees behave and what they experience. This contributes to the organisation’s outcomes. Climate is more academically researched and refers to “*the shared perceptions of and the meaning attached to the policies, practices and procedures employees experience*” (Barends et al, 2022). This can have an impact on the wellbeing and effectiveness of employees (Mullins and McLean, 2019).

Following a review of the organisation’s culture and climate, the Senior Leadership Team has agreed for the managers who are a member of the College Operational Group (COG) to have the opportunity to undertake a 360 feedback exercise.



## What are 360 appraisals?

360 appraisals include collecting anonymous feedback from a variety of sources to include, line managers, direct reports and co-workers (Sureda et al, 2021) on your approach to leading and managing others. Collecting the feedback anonymously could increase the response rate. Lumos360 is an external provider who will be creating the feedback reports based on the information gathered. The questionnaire will take around 15 minutes for respondents to complete and will include clear and concise questions regarding your leadership behaviours and skills (Lumos360, no date). Lumos360 will be offering coaching sessions for you to explore the feedback to form a development plan, which will allow a tailored approach to your professional development. The aim is to facilitate you to analyse how you are perceived by others and reflect on your behaviour appropriately (Lawrence and Bachkirova, 2023). As COG has recently been through leadership trust group training, the intention is for you to be in a position to be open to receiving the feedback which will increase the effectiveness of the exercise (Cioca and Gifford, 2022). The Senior Leadership Team has recently undertaken 360 feedback exercises and found it to be a helpful tool to self-reflect.

## Importance of people management on employees

Managers play a pivotal part in contributing to Bridgend College’s culture and therefore organisational performance and outcomes (Bosley and Gifford, 2023). This includes departmental outcomes, employee engagement, innovation and inclusion (CIPD, 2025). Managers who develop their staff, treat them fairly and provide support are more likely to have high performing teams (CIPD, 2023). Addressing performance issues in line with Bridgend College’s policies, will increase employee motivation of those who are observing the performance being addressed (Hesketh and Cooper, 2019). Being people centred and adapting your approach to individuals within your team can encourage staff to go above and beyond and increase their engagement (Sharafizad, Redmond and Morris, 2020; Olsen, 2021).

Good work can be created by a supportive work environment and high quality people management (Young, 2024a). Feedback from the Mind’s Workplace Wellbeing Index 2024 advises that only **17%** of the workforce would feel comfortable in disclosing poor mental health at work. This suggests that there is room for improvement in regards to mutual trust between Bridgend College staff and their managers. Trust and psychological safety can be linked to personal and organisational performance (Bosley and Gifford, 2023). Receiving 360 feedback, could build trust and support the improvement of your relationship with your teams (Emam, Fakhry and Abdrabou, 2024). Staff are more likely to have higher levels of commitment and engagement if they have a positive relationship with their line manager (Rees and French, 2023; CIPD, 2025).

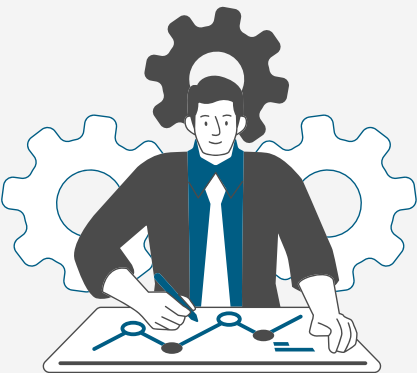
## Advantages of 360 appraisals

It is accepted that many managers at Bridgend College have a large number of reportees, therefore receiving feedback from your teams will allow you to be self-aware and evaluate what specific areas of people management require development (Lawrence and Bachkirova, 2023). Receiving feedback from different sources is also an opportunity to get a well-rounded objective perspective of your strengths and areas for development (Firdaus et al, 2024). It reduces the risk of biases that could occur when receiving feedback from one source only. You will be able to gauge how your actions and leadership style impact your team’s motivation and performance and where your reportees might feel disengaged.

Feedback from the Mind’s Workplace Wellbeing Index 2024 found that only **50%** of Bridgend College managers ask for feedback from their teams and act on that feedback. The Senior Leadership Team aims for this to increase to at least **75%** of managers in the next Wellbeing Index. By leading by example and supporting your own continuous professional development (Tambunan, 2024) you could increase your team’s innovation behaviour linking to the college values (Ye, Liu and Tan, 2022). Being open to change and listening to your teams can increase their engagement and their sense of being valued. It can also create a more open work environment.

## The possible consequence of not engaging with the 360 appraisal

Not engaging with the 360 appraisals would be a missed opportunity for your continuous professional development and could result in missing blind spots in your own leadership skills. It could also cause any communication issues that are present within your teams to go unresolved. Bridgend College has recently received some resignations from skilled staff. Being open to feedback on your leadership style could enhance the trust and communication that you have with your teams for them to be able to approach you with their issues when they are thinking of leaving the organisation. You could also enhance your soft skills to be able to spot the signs of resigning earlier (Pritchard, 2024) as you learn how to best engage with your team and therefore reduce turnover of skilled staff in hard to fill roles.



If you would like further information, please get in touch with the HR team on [jobs@bridgend.ac.uk](mailto:jobs@bridgend.ac.uk) or ext 660.

