



The Complete Guide to Launching a **Successful 360-Degree Feedback Program**

*Your step-by-step guide to planning, launching, and managing
a powerful leadership development program.*

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Introduction

Congratulations on taking the next step in developing your leaders and strengthening your organization.

A well-designed 360-degree feedback program is one of the most effective leadership development tools available. Unlike traditional performance reviews, which typically gather feedback from only one manager, a 360-degree assessment collects feedback from multiple individuals who regularly interact with the participant. The result is a more complete picture of an individual's strengths, opportunities for growth, and overall effectiveness.

Whether you are conducting your first assessment or implementing a company-wide leadership development initiative, this guide will help you successfully plan, launch, and administer a 360-degree feedback program using Launch 360.

1. What Is a 360-Degree Feedback Assessment?

A 360-degree feedback assessment gathers confidential feedback from multiple individuals who regularly interact with a participant. Feedback is typically collected from four groups:

- Senior Leaders
- Peers
- Direct Reports / Staff Members
- Self Assessment

Unlike a traditional performance review, which relies primarily on feedback from one manager, a 360-degree assessment provides a more balanced and complete perspective by incorporating multiple viewpoints.

The primary purpose of a 360-degree assessment is development, not performance management.

A successful assessment helps participants:

- Increase self-awareness
- Better understand how others experience their leadership
- Identify strengths
- Identify opportunities for growth
- Improve communication and collaboration
- Create meaningful development plans

The most effective participants approach the process with curiosity and a willingness to learn.

2. Why Organizations Use 360-Degree Feedback

Organizations use 360-degree assessments for a variety of reasons, including:

Leadership Development

Help leaders understand how their behaviors impact others and identify opportunities to become more effective.

Increased Self-Awareness

Many individuals have blind spots. A 360-degree assessment helps participants better understand how they are perceived by others.

Succession Planning

Organizations can identify leadership strengths and development opportunities in future leaders.

Executive Coaching

360-degree feedback provides valuable information that can support coaching and development initiatives.

Improved Team Performance

Leaders who receive and act on feedback often improve communication, collaboration, and overall team effectiveness.

Organizational Culture

Organizations that embrace feedback often create stronger cultures of accountability, growth, and continuous improvement.

3. How Often Should We Conduct 360-Degree Assessments?

One of the most common questions organizations ask is how frequently they should conduct assessments. The answer depends on your goals.

Annually

For most organizations, annual assessments provide the ideal balance between meaningful feedback and participant fatigue. Annual assessments work well for:

- Senior Leaders
- Managers
- High-Potential Employees
- Leadership Development Participants

Every 18–24 Months

Organizations launching feedback programs for the first time may choose to conduct assessments less frequently.

Every 6–12 Months

More frequent assessments may be appropriate when:

- Leadership coaching is underway
- Significant role changes have occurred
- An employee has recently been promoted
- A participant is actively working through a development plan

Best Practice: Avoid conducting full 360-degree assessments more than once per year for the same participant unless there is a specific developmental reason to do so. Participants need time to absorb feedback, create development plans, and demonstrate growth.

4. Who Should Participate in a 360-Degree Assessment?

A successful assessment includes individuals who regularly work with and observe the participant. Feedback should come from multiple perspectives.

Recommended Reviewer Mix

- 2–4 Senior Leaders
- 3–6 Peers
- 3–8 Direct Reports / Staff Members
- 1 Self Assessment

Best Practice: To help maintain confidentiality, we recommend at least 7 total participants and at least 2 participants in each reviewer category whenever possible. This helps ensure feedback cannot easily be attributed to any one individual.

The goal is to gather feedback from people who can provide meaningful observations about the participant's performance, leadership style, communication skills, and overall effectiveness.

5. Selecting Reviewers: Best Practices

Selecting the right reviewers is one of the most important factors in creating a successful assessment. The quality of the feedback received is directly related to the quality of the reviewers selected.

Include the Participant

A best practice is to involve the individual being assessed in identifying potential reviewers. The participant often knows best who they work with most frequently, who can provide meaningful feedback, and which relationships are important to their success.

Many organizations ask participants to submit a proposed reviewer list, which is then reviewed and approved by a manager, coach, HR partner, or program administrator. This process helps increase trust in the assessment and improves acceptance of the feedback received.

Include Multiple Perspectives

A balanced reviewer group should include Senior Leaders, Peers, and Direct Reports / Staff Members. The more diverse the perspectives, the more meaningful the results.

Focus on Meaningful Relationships

Reviewers should be people who have had sufficient interaction with the participant to provide useful feedback. Avoid selecting reviewers who have limited knowledge of the participant's work or leadership style.

Launch 360 provides a Reviewer Import Template that can be completed by either the participant or administrator to simplify reviewer selection.

6. Defining Reviewer Roles

Launch 360 categorizes participants into four groups: Self Assessment, Senior Leader, Peer, and Direct Report / Staff. Role assignment is important because certain questions are asked only to specific reviewer groups. Survey results are also organized and reported by reviewer category.

Self Assessment

The Self Assessment is completed by the individual being reviewed. Only one Self Assessment participant should exist for each assessment. The Self Assessment allows participants to compare how they view themselves against how others view them.

Peer

A Peer is anyone who works at approximately the same organizational level as the participant being assessed. Examples include:

- Colleagues
- Cross-functional partners
- Managers at the same level
- Project teammates

Direct Report / Staff

A Direct Report or Staff Member is anyone who receives work, projects, guidance, direction, or leadership from the participant. These individuals do not necessarily need to report directly to the participant on the organizational chart. Examples include:

- Direct reports
- Team members
- Matrixed employees
- Project staff

Senior Leader

A Senior Leader is anyone more senior within the organization than the participant being assessed. Examples include:

- Direct managers
- Department heads
- Executives
- Senior stakeholders
- Board members

External Participants

You may also include participants outside your organization, such as clients, customers, consultants, vendors, board members, and business partners. Assign the reviewer role that most closely reflects their relationship to the participant being assessed.

Not Every Role Answers Every Question

It is important to understand that not every reviewer role is asked every question. Launch 360 organizes survey questions into categories, and only the reviewer roles best positioned to observe those behaviors are asked questions within each category.

For example, it would be difficult for a direct report to meaningfully evaluate their manager's Executive Presence in senior settings they may never observe. Similarly, only Direct Reports / Staff can speak to how a leader manages their team day-to-day. The Self-Assessor answers questions within every category.

The table below summarizes which roles are asked questions in each category:

Question Category	Senior Leader	Peer	Direct Report / Staff	Self
Executive Presence	✓	✓	—	✓
Leadership	✓	✓	✓	✓
Social Awareness	✓	✓	✓	✓
Relationship Management	—	✓	✓	✓
Staff Management	—	—	✓	✓

✓ = Role answers questions in this category — = Role is not asked questions in this category

7. Understanding Confidentiality

One of the most common concerns participants have is whether their feedback will remain confidential.

The answer is yes. Launch 360 is designed to encourage honest, candid feedback while protecting reviewer confidentiality. All ratings are aggregated together so that nothing is attributed to 1 individual.

Why Do We Recommend Multiple Reviewers Per Category?

To help protect participant confidentiality and encourage honest feedback, we recommend including a minimum of **7 total participants**, with at least **2 participants in each reviewer category** (Senior Leader, Peer, and Direct Report/Staff) whenever possible.

When only one person exists within a reviewer category, it may be easier for the individual being assessed to identify who provided specific feedback. Having multiple participants within each category helps ensure responses remain anonymous and encourages reviewers to provide candid, meaningful input.

In general, more participants will result in more balanced and reliable feedback by reducing the impact of any one individual's perceptions or experiences.

Can Participants See Individual Ratings?

No. Ratings are aggregated and reported by reviewer category. Participants can view feedback from Senior Leaders, Peers, Direct Reports / Staff, and Self — however, they cannot see which specific individual submitted a rating.

Can Administrators See Individual Responses?

No. Administrators can see survey status information, including who has and has not completed their assessment, but they cannot view individual responses.

Are Open-Ended Comments Anonymous?

Yes. Comments are displayed without identifying information. To maintain anonymity, reviewers should avoid including identifying details within their comments.

8. How Many Participants Can Be Included?

Each standard Launch 360 assessment includes up to 20 total participants, including the individual being assessed.

If additional reviewers are needed, you may purchase the Additional Reviewers option. This option allows you to add up to 30 additional participants to a single assessment, increasing the total number of participants from 20 to 50.

Important Notes

- Additional reviewer capacity applies to one assessment only.
- Unused reviewer slots do not carry over to future assessments.
- Additional reviewer capacity must be purchased separately for each assessment requiring more than 20 participants.

Best Practice: More participants do not always produce better feedback. Focus on selecting reviewers who know the participant well and can provide meaningful observations.

9. How Do I Create and Launch a 360-Degree Assessment in Launch 360?

Creating and launching a 360-degree assessment in Launch 360 is simple. After logging into your account, click the **orange Create Survey button on your dashboard**. The system will guide you through the setup process step-by-step.

Step 1: Name Your Survey

The first step is to name your survey. The survey name should be the name of the individual being assessed. Once complete, click Continue to proceed to the next step.

Step 2: Invite Reviewers & Create Invitation

In Step 2, you will add the individuals who will be providing feedback. You have two options:

Option 1: Add Reviewers Manually

Enter each reviewer's information directly into the system. This option works well when adding a smaller number of reviewers.

- First Name
- Last Name
- Email Address
- Reviewer Role

Option 2: Import Reviewers Using a Spreadsheet

If you have a larger group of reviewers, you may use the Import feature.

- Download the Reviewer Import Template.
- Complete the spreadsheet.
- Upload the completed file.

The spreadsheet requires: First Name, Last Name, Email Address, and Reviewer Role.

Download the Reviewer Import Spreadsheet: https://launch-360.com/wp-content/uploads/2026/06/contact_upload-13.xlsx

Assign Reviewer Roles

Each reviewer must be assigned a role. Reviewer roles determine which questions the reviewer receives and how feedback is grouped within the final report. Reviewer roles include:

- Self Assessment
- Senior Leader
- Peer
- Direct Report / Staff

Please refer to Section 7: Defining Reviewer Roles for additional guidance on assigning reviewer roles.

Customize the Invitation Email

Launch 360 includes suggested invitation email text that will automatically be sent to reviewers. This text is fully customizable. You may:

- Use the default template
- Modify the template
- Create your own custom invitation message

Once you have finished adding reviewers and reviewing the invitation email, proceed to the next step.

Step 3: Manage Your Assessment

Once invitations have been sent, Step 3 becomes your survey management center. From this screen, you can:

- Monitor survey progress
- View response status
- Send reminder emails
- Extend survey deadlines
- Reopen closed surveys
- Close surveys early if desired

If you need to add additional reviewers after launch, simply return to Step 2 and add them. New reviewers will automatically receive an invitation to participate.

Step 4: Generate and Download the Report

Once the survey closes, Launch 360 will automatically make the report available for generation. You cannot generate a report until the survey has closed. Navigate to Step 4 and click **Download PDF** to generate and view the report.

Important Note: Only administrators have access to generate and download reports. Reports are not automatically distributed to the individual being assessed. This gives administrators complete control over when reports are shared, how reports are shared, and whether coaching or follow-up conversations occur before report distribution. Many organizations choose to review the report with the participant before providing a copy of the final PDF.

10. Adding Reviewers in Launch 360

There are two ways to add reviewers.

Option 1: Add Reviewers Manually

During Step 3: Invite Reviewers, select Add Manually and enter reviewer information directly into the system. This option works best when adding a smaller number of reviewers.

Option 2: Import Reviewers Using a Spreadsheet

For larger reviewer groups, importing a spreadsheet can save significant time. Follow these steps:

1. Navigate to Step 3: Invite Reviewers.
2. Click the Import button.
3. Download the Reviewer Import Template. [The template can be downloaded here](#)
4. Complete the template with: First Name, Last Name, Email Address, and Reviewer Role.
5. Upload the completed spreadsheet.

Information Required for Each Reviewer

- First Name
- Last Name
- Email Address
- Reviewer Role

Assigning the correct reviewer role is important because survey questions and reporting categories are based on reviewer role assignments. Before launching the assessment, review all reviewer information carefully to ensure accuracy.

11. Preparing the Individual Being Assessed

Before launching a 360-degree assessment, it is important to prepare the participant for the experience. The participant should understand:

- The purpose of the assessment is development.
- Honest feedback is valuable.
- Feedback may contain surprises.
- Not all feedback will be positive.
- The goal is learning and growth.

The most successful participants approach the process with curiosity and an open mind. Encourage participants to focus on identifying patterns and themes rather than dwelling on individual comments.

Best Practice: Before launching the assessment, have a conversation with the participant about why the assessment is being conducted, how the results will be used, who will have access to the report, and how they will create a development plan after receiving feedback. Participants who understand the process in advance are more likely to embrace the feedback they receive.

12. Preparing Reviewers to Give Meaningful Feedback

Many employees have never participated in a 360-degree assessment before. Providing reviewers with simple guidance can significantly improve the quality of the feedback received.

Encourage Feedback That Is:

- Honest
- Constructive

- Specific
- Respectful
- Based on observed behaviors

Avoid Feedback That Is:

- Personal
- Emotional
- Vague
- Based on assumptions
- Focused on isolated incidents

Examples of Helpful Feedback

Instead of: "Communication needs work."

Consider: "During team meetings, I would appreciate more frequent updates regarding project priorities and deadlines."

Instead of: "Great leader."

Consider: "Creates a positive work environment by recognizing team accomplishments and encouraging collaboration."

The more specific the feedback, the more useful it becomes to the participant.

13. Communicating Before Launching an Assessment

Who Should Send the Communication?

The communication can come from the participant being assessed, a manager, Human Resources, or the survey administrator. Many organizations find that participation rates are highest when the individual being assessed personally requests feedback.

One of the most effective ways to increase participation rates is to communicate before survey invitations are distributed. Advance communication helps participants:

- Understand the purpose of the assessment
- Understand confidentiality protections
- Know when to expect the survey
- Recognize legitimate survey invitations
- Appreciate the importance of their participation

Organizations that communicate before launch typically achieve higher completion rates and stronger feedback quality.

14. Sample Pre-Launch Communication

Below is a sample message that participants can send to their reviewers before the survey is launched.

Hi All,

As part of my leadership development, I have the opportunity to participate in a 360-degree feedback assessment.

You will receive an email invitation asking you to complete a confidential assessment. Your honest feedback will provide valuable insights into my strengths and opportunities for growth.

The survey should take approximately 15–20 minutes to complete. All responses will remain confidential, and feedback will be combined into an anonymous report.

Please keep an eye out for an email from assessment@assessment.launch-360.com. Depending on your email settings, it may occasionally be delivered to your Spam or Junk folder.

The feedback I receive will help me create a plan for my continued growth and success.

Thank you in advance for your time, support, and honest feedback.

15. Email Delivery and Whitelisting Instructions

All Launch 360 survey invitations and reminder emails are sent from:

assessment@assessment.launch-360.com

To help ensure successful delivery, participants should add this email address to their Safe Senders list or Contacts before surveys are launched.

Outlook / Microsoft 365

Add assessment@assessment.launch-360.com to your Safe Senders List.

Gmail

Add assessment@assessment.launch-360.com to your Contacts or mark previous emails as "Not Spam."

Why Is This Important?

Some corporate email systems automatically filter system-generated emails into Spam or Junk folders. Taking this simple step helps ensure participants receive survey invitations, reminder emails, and follow-up notifications.

If a Reviewer Cannot Find Their Invitation

Ask them to:

- Check their Spam folder.
- Check their Junk folder.
- Search their inbox for: `assessment@assessment.launch-360.com`
- Contact the survey administrator if the invitation still cannot be located.

16. Avoiding Survey Fatigue

A common concern among organizations is survey fatigue. If multiple leaders are participating in assessments at the same time, reviewers may receive several surveys in a short period. Fortunately, there are several ways to manage this effectively.

Stagger Assessment Launches

Rather than launching all assessments simultaneously, consider spreading launches over several weeks. For example:

- Week 1: Leader A, Leader B
- Week 2: Leader C, Leader D
- Week 3: Leader E

This reduces the burden on reviewers.

Allow Flexible Completion

Launch 360 assessments are designed to allow participants to stop and restart at any time. Responses are automatically saved. This flexibility allows reviewers to complete multiple assessments over several days if needed.

Start Small

Organizations implementing 360-degree feedback for the first time should consider launching a pilot group before expanding across larger populations.

How Long Does an Assessment Take?

Most Launch 360 assessments take approximately 15–20 minutes to complete. If five leaders request feedback from the same reviewer, the total time commitment may be approximately 75–100 minutes spread across several days.

17. Managing Surveys in Launch 360

Once an assessment has been launched, administrators have several tools available to manage participation and ensure successful completion.

Extending a Survey

All Launch 360 assessments are initially configured to remain open for 7 days. If additional time is needed, you can extend the survey.

To extend a survey:

- Open the assessment.
- Navigate to Step 3: Invite Reviewers.
- Click the Extend Survey button.
- Select a new survey close date using the calendar tool.

Best Practice: Before extending a survey, consider sending a reminder to outstanding reviewers using the Reminder button in Step 3. Often, a reminder is all that is needed to increase participation.

Reopening a Survey

If a survey has already closed and additional feedback is needed, administrators may reopen the survey.

To reopen a survey:

1. Open the assessment.
2. Navigate to Step 3: Invite Reviewers.
3. Select Reopen Survey.
4. Choose a new close date.

Adding Reviewers After Launch

Reviewers can be added after launch when a reviewer was accidentally omitted, additional feedback is desired, a reviewer declines participation, or an organizational change occurs. New reviewers will automatically receive an invitation email.

Best Practice: If adding reviewers late in the process, consider extending the survey close date to allow sufficient time for participation.

Resending an Invitation

If a reviewer cannot locate their invitation, you can resend it. Navigate to Step 3: Invite Reviewers, click the Reminder button, and select the reviewer(s) who should receive a reminder. A new invitation email will be sent immediately.

Updating Reviewer Responses

Reviewers can return to their survey and update their responses at any time until the survey closes. Once a survey has closed, responses can no longer be modified unless the survey is reopened by the administrator.

What If Not Everyone Completes the Survey?

No action is required. Launch 360 will generate the report using all completed responses received before the survey closes. Surveys do not require 100% completion to generate a report.

Best Practice: Monitor participation throughout the survey period and send reminders to reviewers who have not yet responded.

What If Someone Leaves the Organization During the Assessment?

If a reviewer leaves the organization during the assessment process, you have several options:

- **If they have already completed their survey:** Leave them in the assessment. Their feedback has already been captured and will be included in the final report. Their departure from the organization will not impact the survey results.
- **If they have not yet completed their survey:** You may leave them in the assessment, in which case no response will be recorded from that reviewer. The report will simply be generated using the responses received from the remaining participants.
- **Add a replacement reviewer:** If appropriate, you may add another individual who can provide similar feedback and insight regarding the participant being assessed.

Can I Include External Participants?

Yes. Many organizations include external stakeholders such as clients, customers, consultants, vendors, board members, and business partners. Assign the reviewer role that most closely reflects their relationship with the participant being assessed. External feedback often provides valuable insights that internal colleagues may not see.

18. What Happens After the Assessment?

Completing the assessment is only the first step. The true value of a 360-degree feedback assessment comes from understanding the results and taking meaningful action.

Once the survey closes and the report is generated, participants should:

- Review the report carefully.
- Identify strengths.
- Identify opportunities for growth.
- Look for patterns and themes.
- Create a development plan.
- Share goals with a manager, coach, or mentor.
- Revisit progress throughout the year.

Many participants are tempted to focus on a single comment or isolated piece of feedback. Instead, look for recurring themes that appear throughout the report. The most valuable insights are often found in the patterns.

Best Practice: Set aside uninterrupted time to review the report. Avoid quickly scanning the results and moving on. Meaningful development requires thoughtful reflection.

19. Understanding Your Launch 360 Report

Your Launch 360 report is designed to help you better understand how others experience your leadership, communication style, and effectiveness. The report combines feedback from multiple reviewer groups and presents the information in an easy-to-understand format.

Focus on Patterns, Not Individual Comments

One of the most common mistakes participants make is focusing on a single comment. Instead, look for consistent themes, repeated strengths, repeated development opportunities, and similar observations across reviewer groups. Patterns are often more meaningful than individual comments.

Compare Self Perception to Others' Perceptions

One of the most valuable aspects of a 360-degree assessment is the ability to compare your Self Assessment to feedback provided by others. Ask yourself:

- Where do my ratings closely align with others?
- Where do my ratings differ significantly?
- Are there strengths that others see that I may underestimate?
- Are there opportunities for growth that I may not fully recognize?

These gaps often provide some of the most valuable development opportunities.

Pay Attention to Strengths

Many participants immediately focus on development opportunities and overlook their strengths. Strong leaders intentionally leverage their strengths while continuing to improve. Consider what strengths appear consistently throughout the report and how you can leverage them more effectively.

Review Open-Ended Comments Carefully

Comments often provide context that numerical ratings cannot. When reviewing comments: look for recurring themes, focus on actionable suggestions, avoid becoming defensive, and consider feedback as data, not criticism.

Remember that feedback is a gift intended to support your growth.

20. Creating a Development Plan

Receiving feedback is important. Acting on feedback is where growth occurs. The most effective development plans focus on a small number of priorities rather than attempting to improve everything at once.

Step 1: Identify Your Strengths

Select two or three strengths that consistently appeared throughout the report, such as communication, strategic thinking, relationship building, coaching, or collaboration. Consider how you can continue to leverage these strengths.

Step 2: Identify Development Priorities

Select one to three development opportunities. Avoid choosing too many. Most participants experience greater success when focusing on a small number of meaningful improvements. Ask: What will have the greatest impact on my effectiveness? What feedback appeared repeatedly? What would most benefit my team and organization?

Step 3: Create Specific Goals

Strong development goals are Specific, Measurable, Achievable, Relevant, and Time-bound.

Instead of: "I want to become a better communicator."

Consider: "I will hold weekly team update meetings and provide project status updates every Friday for the next six months."

Step 4: Share Your Goals

Consider sharing your development goals with your manager, a coach, a mentor, or a trusted colleague. Accountability often improves follow-through and long-term success.

Step 5: Revisit Progress Regularly

Development is an ongoing process. Schedule regular checkpoints throughout the year to evaluate progress and make adjustments as needed. The most successful leaders treat development as a continuous journey rather than a one-time activity.

21. Frequently Asked Questions

Are responses confidential?	Yes. Responses are aggregated and reported by reviewer category to help protect confidentiality. Individual ratings are never identified within the report.
Can participants see who provided specific feedback?	No. Participants receive feedback grouped by reviewer category. They cannot see which individual submitted specific ratings or comments.
Can administrators see individual responses?	No. Administrators can monitor survey progress and completion status but cannot view individual survey responses.
How long does an assessment take to complete?	Most Launch 360 assessments take approximately 15–20 minutes to complete.
How long should a survey remain open?	Most organizations leave surveys open for 7–14 days. Launch 360 initially sets surveys to remain open for 7 days, but surveys can be extended if additional time is needed.
Can I add reviewers after launching the survey?	Yes. Reviewers can be added at any time prior to report generation.
Can I resend an invitation?	Yes. Administrators can resend invitations or reminders from Step 3: Invite Reviewers.
Can reviewers change their responses after submitting?	Yes. Reviewers may update their responses at any time until the survey closes. If a survey has already closed, the administrator may reopen it to allow additional updates.
What happens if not everyone completes the survey?	Launch 360 will generate a report using all completed responses received before the survey closes. A survey does not require 100% participation to generate a report.
Can I include external participants?	Yes. External participants such as clients, vendors, consultants, or board members are often included when they can provide meaningful feedback.
What is the most important factor in a successful assessment?	A willingness to act on the feedback received. The greatest value comes not from receiving feedback, but from applying it.

Final Thoughts

A successful 360-degree feedback program creates stronger leaders, increased self-awareness, improved communication, and a culture of continuous growth. When organizations create an environment where feedback is valued and participants commit to personal development, the impact can be transformational.

Remember:

The purpose of a 360-degree assessment is not perfection.

The purpose is awareness.

Awareness leads to action. Action leads to growth.

Growth leads to stronger leaders, stronger teams, and stronger organizations.

Thank you for choosing Launch 360 as your partner in leadership development.

We wish you continued success on your leadership journey.

