**PROS**

- Supplies insight on training needs & informs career planning and development
- Feedback addresses specific behaviors and competencies
- Feedback can be anonymized and comes from multiple sources
- Develops and strengthens teamwork and accountability
- Data is collected by a third-party source

**CONS**

- Fails to add value if not effectively woven into existing performance plans
- Causes organizational issues if implemented in a hasty or irregular fashion
- Provides feedback from inexperienced raters and groups can "game" the process
- Prevents recipients from getting more information because the process is anonymous

**NEXT STEP:**

Choose a vendor.