

Taking your leaders to the next level by providing a healthy and balanced reality check and insights to facilitate open communication, accountability, personal development, and fast-track career growth.

WHAT IS 360 DEGREE FEEDBACK?

- ✓ It is a performance appraisal system that gathers straightforward, intuitive, yet anonymous feedback on an individual from a number of sources, typically including the line manager, colleagues, direct reports and other stakeholders
- ✓ Scientific and data driven behavioural assessment method backed, validated and designed by I/O or Business Psychologists with content vetted by industry experts
- ✓ A variety of leadership competencies and behaviours are measured which provide tangible focus areas for professional development
- ✓ It is a self-generating, reflective, and introspective engagement which can be tailored to the organization's development needs, goals and action plans



“Being consistently perceived as an exceptional leader is achieved by only about 20% of participants in a typical 360-degree feedback process. The feedback received becomes a vehicle to enhance self-awareness and bridge the gap between perception & performance.”

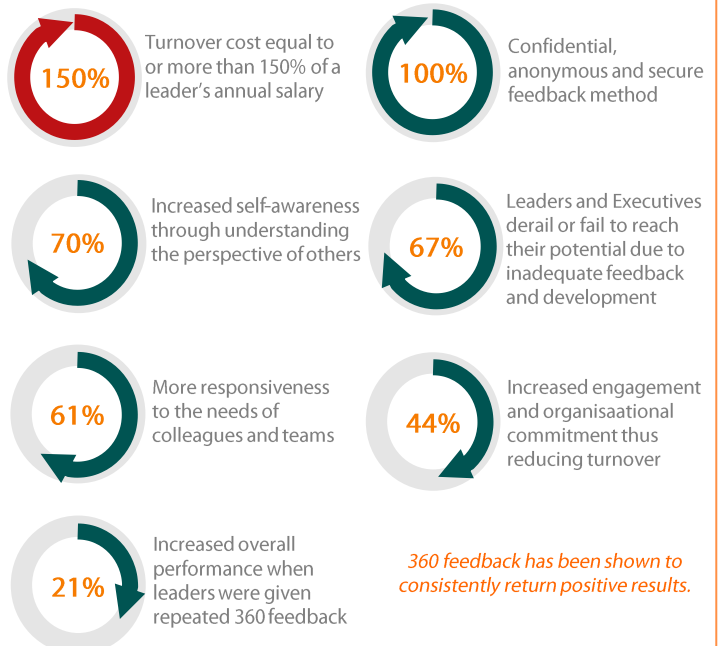
WHY 360 FEEDBACK?

- ✓ Leadership is about what you do, not about who you are. The 360 feedback measures the frequency a leader engages in each of the behaviors that are associated with high performing leaders and leadership effectiveness
- ✓ The 360 process allows organizations to target specific training and development initiatives and can be integrated with performance management
- ✓ The feedback helps leaders quickly identify their strengths and developmental needs, helping them to drive their work performance in terms of competencies and behaviours linked to leadership effectiveness and performance
- ✓ It enhances self-awareness and an understanding of perceptual gaps, which can fast-track a leader's career growth
- ✓ As a transparent tool, it encourages open dialogue and promotes a culture that values feedback
- ✓ This process allows you to determine the leadership bench strength in your organization and compare leaders over a period of time

WHAT IS INCLUDED IN THE PROCESS?

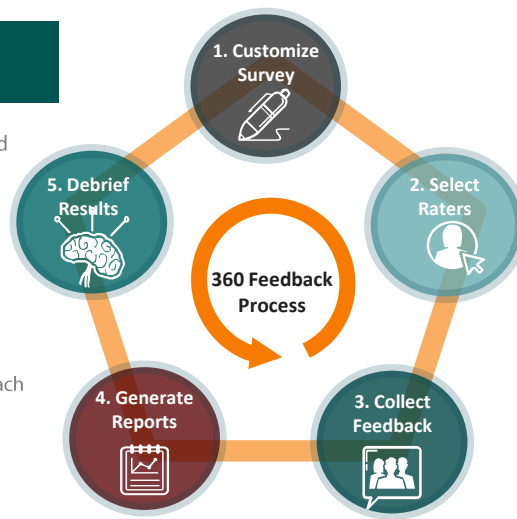
- ✓ User friendly web-based platform offering flexibility and anonymity to the end-user (raters)
- ✓ The ability to customize the assessment to suit your individual requirements
- ✓ Complimentary sensitization and socialization session for leaders via video call
- ✓ Workflow resources and communication templates
- ✓ A detailed report, feedback, development action planning and implementation coaching by an I/O or Business Psychologist
- ✓ Qualitative and quantitative data thereby giving an accurate picture of employee appraisal, competency gaps and training needs
- ✓ Group reports for an aggregated picture of a specific leadership population

ROI of 360 Feedback



360 DEGREE METHODOLOGY

- ✓ Measuring the participating leader across 4 domains (Creating Purpose and Meaning, Delivering results, Engaging and Relating, and Leading and Managing Change), 12 competency clusters, and 72 leadership behaviours
- ✓ The 360° feedback process begins with a self-assessment. This allows the participating leaders to reflect honestly on their strengths and areas for development as they perceive them, giving them a basis from which to compare the feedback they receive from their raters. It also shows participating leaders the questions that their raters will be answering
- ✓ Participating leaders nominate their own raters who should comprise of people with whom they do and don't get on well
- ✓ Raters can make appropriate selections, against a 5-Point Likert scale for each behavioural statement and provide verbatim feedback
- ✓ All comments are treated anonymously
- ✓ Quantitative and qualitative data are shared



“Leaders and managers are the central resource, the generic, distinctive, the constitutive organ of society ... and the very survival of society is dependent on the performance, the competence, the earnestness and the values of their managers.”

- Harvard Business Review

Benefits of using 360 Degree Assessments



Benefits for the Organization

- ✓ Encouraging open dialogue among employees
- ✓ Providing information about key focus areas of career development
- ✓ Discovering and aiding planning of organizational training and development initiatives
- ✓ Gaining valuable actionable insight into the overall health of the organization
- ✓ Honest feedback from multiple sources
- ✓ Promoting leadership accountability
- ✓ Bringing about changes in employee behaviour in a way that creates competitive advantage for an organisation
- ✓ Identifying hidden barriers that may hold the individual and the organisation back
- ✓ Strategic Talent Management and building a leadership funnel to prepare for future succession
- ✓ Identifying leadership potential
- ✓ Linking individual performance with business objectives
- ✓ Identifying talent risks
- ✓ Improving employee motivation, engagement and retention



Benefits for the Participant

- ✓ Providing clarity on individual strengths, weaknesses, beliefs, motivations, thoughts, and emotions impacting performance
- ✓ Increasing self-awareness
- ✓ Recognizing overlooked strengths and exposing important blind-spots
- ✓ Increasing accountability and personal ownership for self-development and learning
- ✓ Gaining a better understanding of their performance as they can see how different groups experience their impact
- ✓ Gaining insight in how to increase effectiveness
- ✓ Starting an open dialogue around the leader's behaviours and their impact
- ✓ Receiving powerful feedback which are difficult to ignore
- ✓ Clear visuals and conversational narrative style to interpret data effectively
- ✓ Providing focused, balanced, and constructive feedback that allows for growth and learning
- ✓ Enhancing the value of coaching engagements
- ✓ Providing coaches an integrated picture to allow coaching start at an advanced level



Benefits for the Team

- ✓ Providing a safe, confidential, and reliable way for colleagues to provide feedback
- ✓ Giving a voice to all team members on how they see the leader's behaviours
- ✓ Seeing the leader's openness to receiving feedback
- ✓ Improving team dialogue
- ✓ It improves team communication and engagement
- ✓ A touch point for support is created which can improve working relations

PITFALLS TO AVOID

- ✓ Using a 360 degree feedback questionnaire that is vague and including aspects that cannot be measured
- ✓ Having the emphasis on negatives
- ✓ Forgetting that employees may find the introduction of 360 degree feedback threatening or challenging
- ✓ Providing treating 360 degree feedback as a one-off exercise
- ✓ Leaving periods between appraisals
- ✓ Allowing appraisers to make personal attacks on individuals
- ✓ Generating a climate of suspicion

MUST HAVES FOR SUCCESSFUL 360 FEEDBACK

- ✓ Considering organisational maturity level
- ✓ Trust among employees and trust in the purpose and value of the process
- ✓ Providing anonymity so that honest and truthful feedback can be shared
- ✓ Confidentiality of data handling
- ✓ Clarity of purpose with explicit links to organisational objectives
- ✓ Quality behavioural competency frameworks and tools to execute the project
- ✓ A robust project plan
- ✓ The ability to deal with negative feedback constructively
- ✓ Strong and clear links with organisation objectives
- ✓ Senior management buy-in
- ✓ Timing (alignment with performance management timelines)
- ✓ Best practice competency model (content)
- ✓ Well designed tools (questionnaire, reports, communication, format, etc.)
- ✓ Follow-up through development plan or performance management process