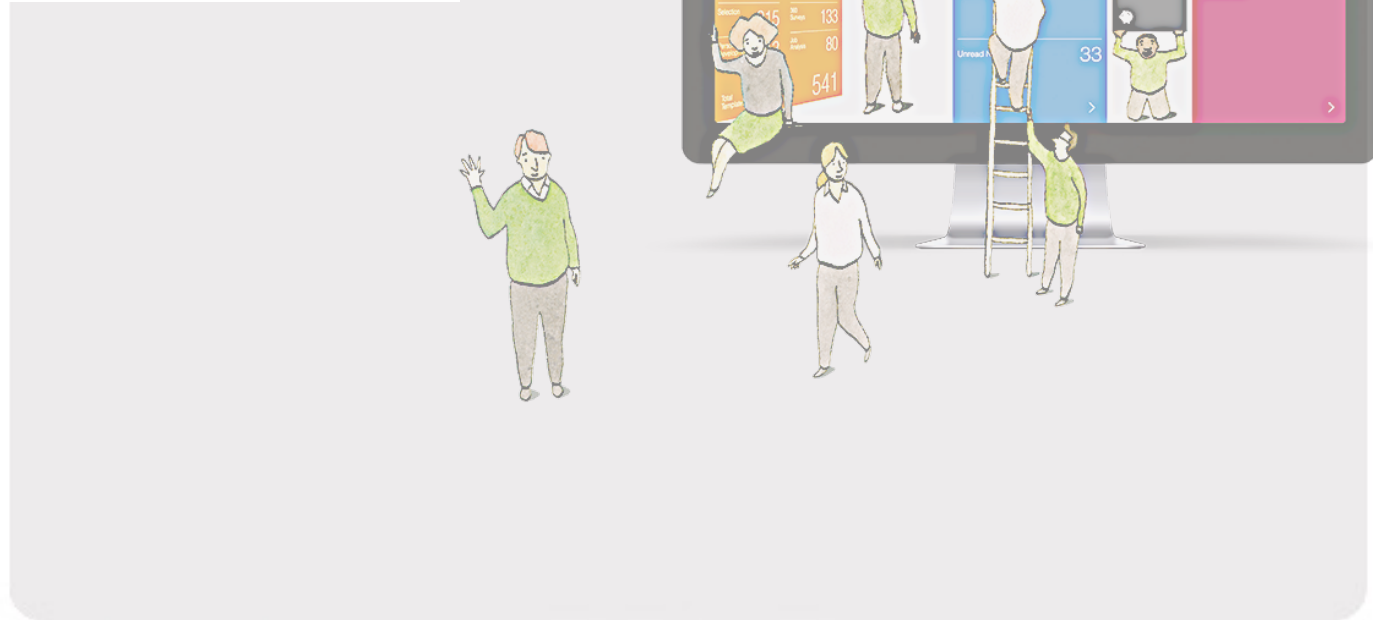




EQ 360[®]

assess. predict. perform.



The Truth About 360 Assessments. What You Need To Know



- How 360s can be used to create behaviour change and increase engagement
- Top tips to encourage buy-in from employees and raters
- Dos and don'ts for effective implementation





How they can be used to create behaviour change and increase engagement

360's





What is 360 assessment?

- A holistic view of an individual's performance in the job
- An individual's self-ratings of performance are compared to observer ratings from: Manager(s), Peers, Direct reports, and/or Clients (min of 3 raters)
 - Eliminate biases you may get from a self assessment only

Am I behaving differently with some people/group?

Are some people seeing me in a different light?

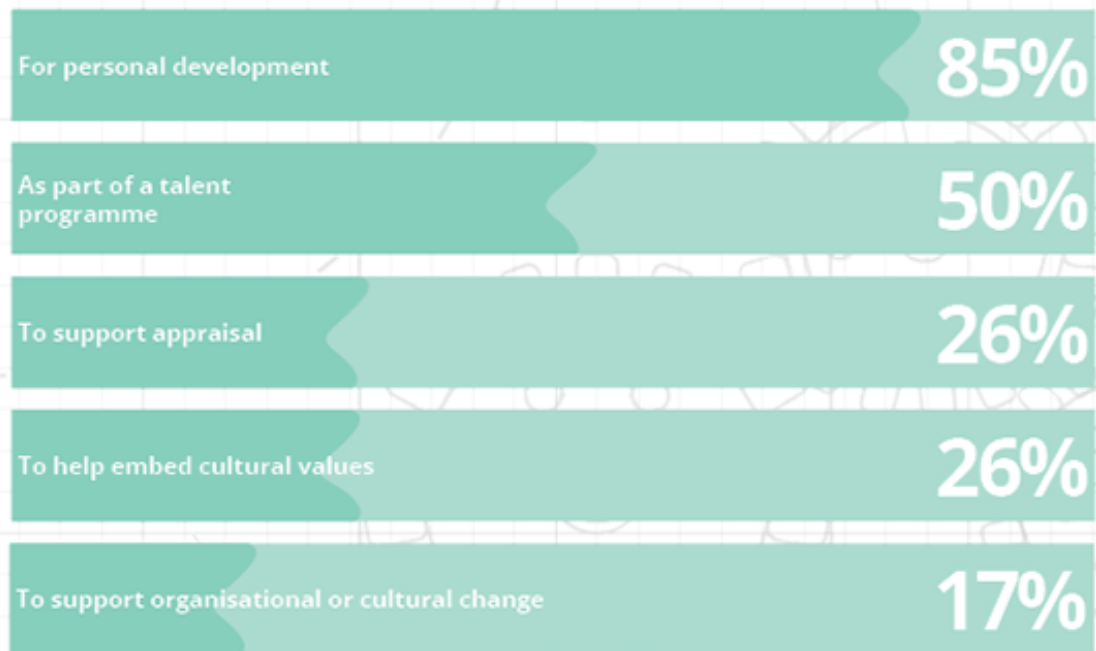
- Sound basis for reviews, appraisals and personal development



1. What's 360 degree feedback being used for?

Once upon a time, 360 degree feedback was used almost exclusively as a development tool for senior leaders. This is no longer the case. This report's findings reinforce a trend seen in our 2010 report and show that organisations are increasingly using 360 to support various business objectives.

For what reasons are organisations using 360?*



*Respondents were asked to indicate all purposes that apply

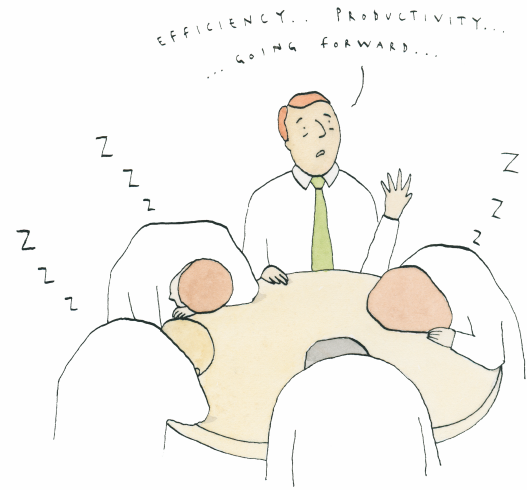


A change in focus....

Behaviour

- Employees can be hitting individual targets or Managers can be achieving office forecasts
 - All too often view success only through sales, targets and revenue generated (results oriented)
- Questions to address as a manager/organisation;
 - Are they also displaying behaviours around team orientation or people management for example?
- What is the long-term impact of employee behaviour in the workplace ?

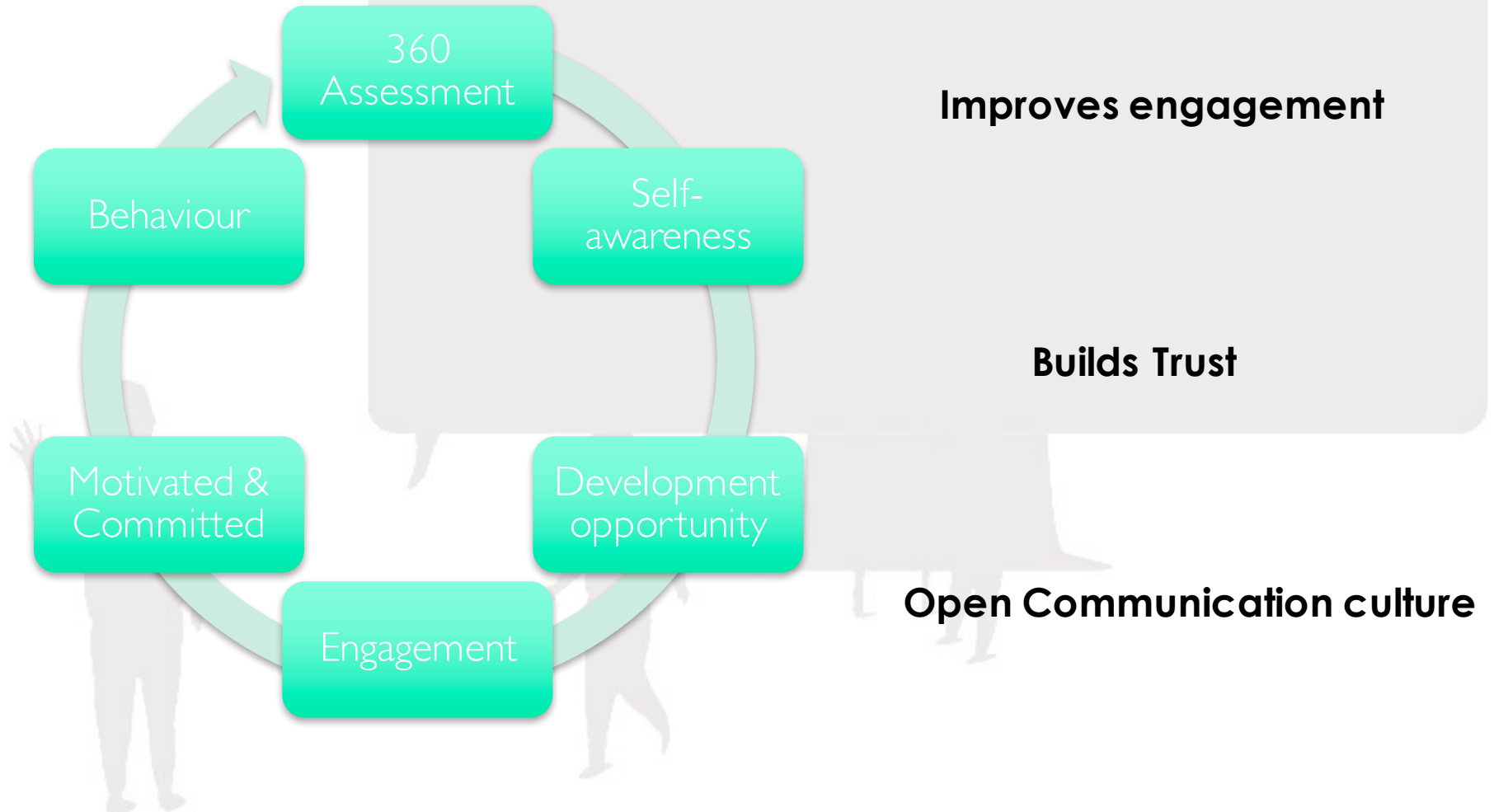
Engagement



- Only **13%** employees are engaged at work worldwide (Gallup's State of the Global Workplace study, 2012)
- Not engaged or are actively disengaged
- *"...only way to make a person happy is to give them a job that matches well to their strengths"* Jim Clifton, Gallup CEO



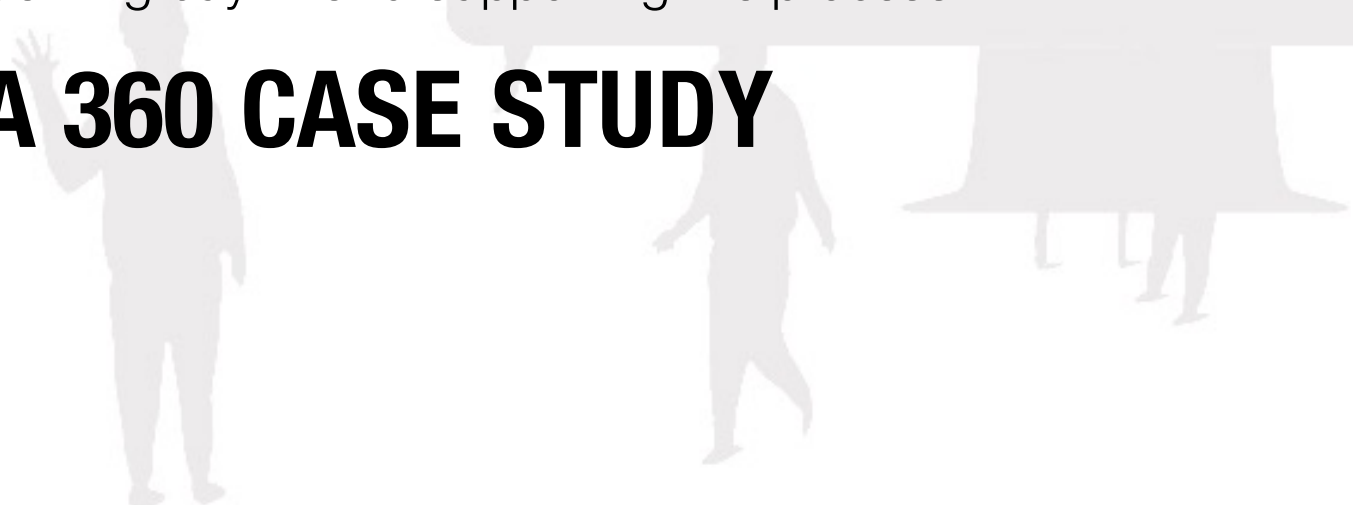
Behaviour and Engagement





Gaining buy-in and supporting the process

A 360 CASE STUDY





Steps to consider

STEP 1

The right approach?



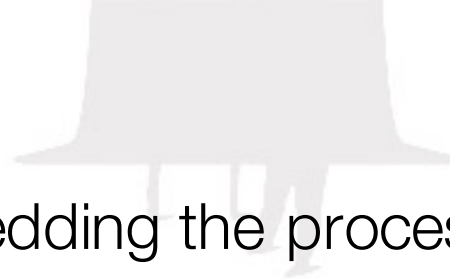
STEP 2

The right behaviours/competencies?



STEP 3

Implementing and embedding the process?





1. The right approach?

- Wanted to measure behaviours/competencies as part of the performance appraisal process
 - Historically the focus was on productivity and whether employees had hit target or goals set out from the previous year? (Results Focused)

‘List the objectives you set out to achieve in the past 12 months and how you performed against them?’

‘What do you think you did particularly well over the last year?’



TOTAL SELECTED
COMPETENCIES:

0

Templates



ACHIEVING

MOTIVATION



PERSUASIVE COMMUNICATION



PROJECT MANAGEMENT



RESULTS ORIENTATION



MARKET FOCUS



CHANGE FACILITATION

CREATIVE



DECISION MAKING



PROBLEM SOLVING



STRATEGIC AWARENESS



MANAGING CHANGE



ENGAGING AND MOTIVATING

COMMUNICATION SKILLS



CUSTOMER FOCUS



DEVELOPING OTHERS



INTERPERSONAL SKILLS



LEADERSHIP POTENTIAL



PEOPLE MANAGEMENT



TEAM ORIENTATION



EVALUATING

ANALYTIC



ORGANISING

ATTENTION TO DETAIL



DELEGATING



INFORMATION MANAGEMENT



PLANNING AND ORGANISING



PERSONAL

COMMITMENT



FLEXIBILITY



RESILIENCE



SELF-CONFIDENCE



RISK TAKING



INDEPENDENCE





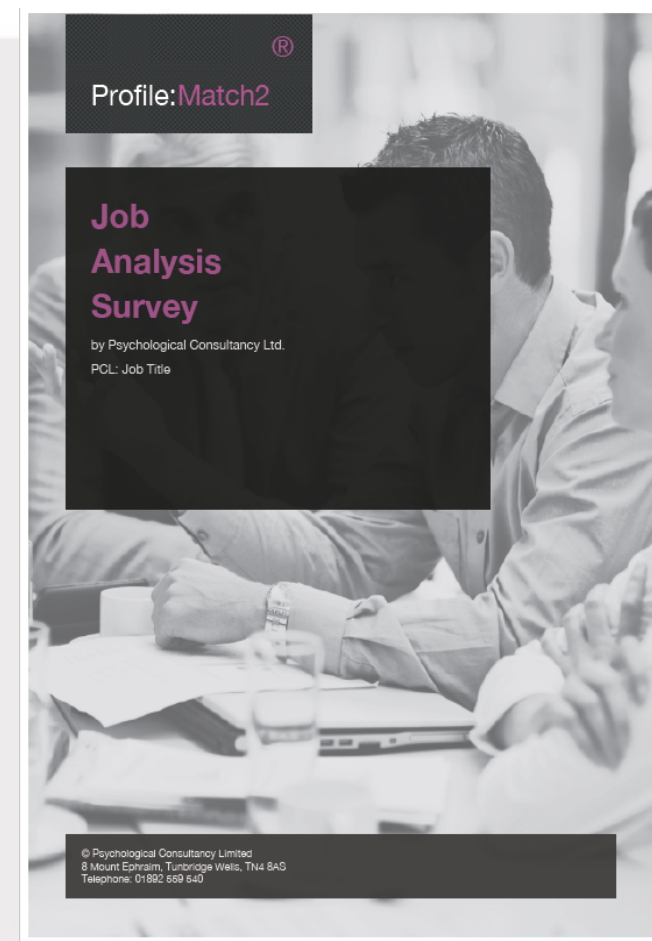
2. The right competencies?

- 0 = Not significant for this role
- 1 = may improve performance a little
- 2 = would probably improve performance
- 3 = would **considerably** improve performance

‘Support and mentor others in the workplace’

‘A divergent thinker who opens up new possibilities’

Employees feel part of the process so more likely to get on board!





Employees feel part of the process so more likely to get on board
Sense of ownership
Gain buy-in



Profile: Match2[®]

PCL: Job Title

Competency scores

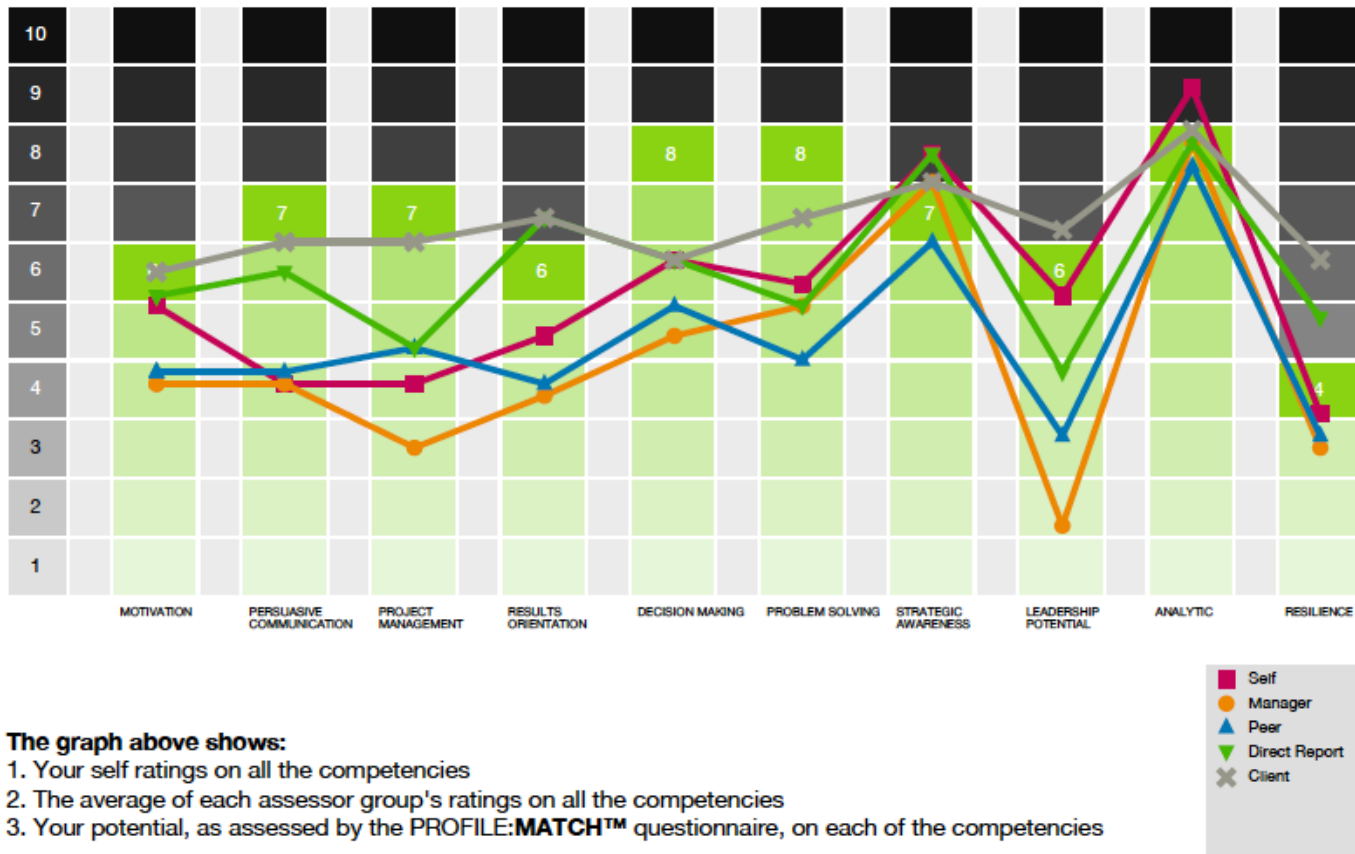
Priority	Competencies	Points
1	Attention to Detail Having a practical, realistic outlook; being conscientious, attentive to detail and dutiful.	67
2	Customer Focus Recognising the significance of customer satisfaction to organisational success and responding to customers in a professional and courteous way.	61
3	Planning and Organising Being organised, thorough and conscientious; appreciating the importance of planning and co-ordination in meeting organisational objectives.	56
4	Commitment Showing identification with organisational values and objectives - likely to conform to rules and regulations.	50
5	Motivation Being positive, energetic and self-motivated, showing initiative, taking responsibility, and aligning their own goals with those of the organisation.	48
6	Team Orientation To get along with and be supportive of others, to share one's expertise, be receptive to other contributions and able to handle constructive criticism.	48
7	Results Orientation Being energetic and motivated towards achieving organisational objectives; showing persistence, initiative and an optimistic 'can do' attitude.	45
8	Interpersonal Skills The ability to develop and maintain relationships with colleagues, customers and clients, whilst being aware of and sensitive to the feelings of others.	44



3. Implementing & embedding

- All managers were trained over a half day session
- Fundamentals and benefits of assessing behaviour explored and explained
- Case studies
- Reports
- Best practice for delivering feedback

Overall profile - the big picture





Best practice for Managers

During the session:

- Review goals of session
- Ask for their opinions on results – first impressions
- Ask open questions; Use follow-up questions to delve deeper
 - e.g. Are you behaving differently with some rater groups? Are some people seeing you in a different light?
- Focus on strengths as well as blind-spots
- Reflect results back to the role they do
- Development plan

Be ready for silences and pauses in conversation

They will need time to reflect



Effective implementation

Dos and don'ts





Do's

- **Communication** delivered regularly on new processes
 - Provided an open door policy for any questions
- Reflecting it back to wider **organisational objectives**
- **Contribution** of team to the process
 - Project 'champions'
 - Job analysis survey
- **Training** for all those involved
- Giving plenty of **time** before implementation and roll-out

Don'ts



- ONLY platform for employee feedback
- No follow through or action plans taken forward
 - SMART goals, action plan and development commitment



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