

# 360° feedback and development

## Achieving Continuous Improvement

For organisational success, it is essential to have the right people in the right place at the right time. For existing employees, it is crucial to have a development process in place which analyses their strengths and indicates where in your organisation they should be heading in order to be of greatest value.

In addition, if you have the knowledge which allows you to focus on any weak areas and assess an employee's development needs, you can ensure they are given the training and support they need to move forward in the business.

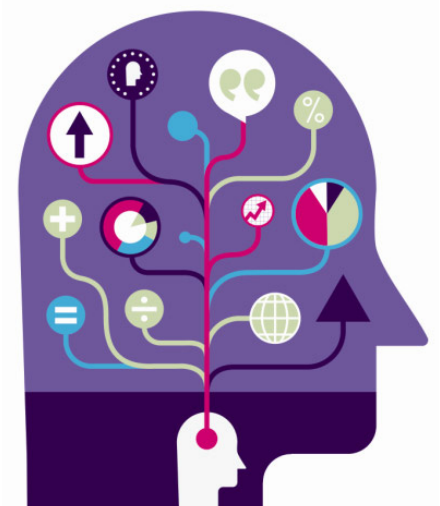
### How can you benefit from using 360° assessment?

- Having a development process in place based on objective data will:
- help you construct a succession planning strategy and enable you to rely more on existing talent to fill key internal positions by developing staff who display the potential to be leaders of the future
- link individuals' performance with business objectives ensuring the right people are in place to implement any future plans
- help you to quickly identify high performing staff, allowing you to move them to positions of greater responsibility and reducing the likelihood of them looking for a job elsewhere
- increase employee motivation as staff will feel more valued if they know their development needs are being met

This process can be achieved by introducing a 360° feedback review where managers, direct reports, peers, colleagues and customers provide feedback on individuals.

*“We cannot expect our business managers to develop new skills without significant support. SHL provided us with a sound, objective basis on which to build a development programme.”*

*MSAS Global Logistics*



### Why use a 360° assessment as part of your development strategy?

360° assessments provide a structured framework to enable you to undertake in-depth reviews of employees against business critical behaviours. Being able to view an employee's work styles and behaviours from all angles gives you a more objective and broader perspective of performance and means you can be confident in placing people in the areas of the business where they will be most effective.

360° feedback can also be used to identify what will be required of an individual in the future and to encourage detailed and relevant development plans to be formulated for future career moves.

360° assessments can be used in situations such as:

- management development
- performance management
- relationship management
- team building
- business restructuring
- culture change
- development needs analysis
- succession planning
- skills audit
- leadership identification

### How can SHL help you with your development strategy?

An effective development process starts with analysing an employee's current skill-set. SHL is the expert in the application of measurement of people in organisations. We have applied this expertise to the 360° field through the development of a wide range of off-the-shelf and bespoke instruments for 360° development.

### Implementing a 360° review programme

Introducing a 360° development process presents challenging issues at both the organisational and individual level. SHL offers various solutions to facilitate this process. For those wishing to become self-sufficient, we offer a variety of training courses covering topics related to the introduction and use of 360° tools. Alternatively, our consultants have in-depth experience of working in partnership with clients to implement 360° processes. We work with you to find the best solution for your needs.

*“Being able to implement the 360 degree programme quickly was pivotal in our ability to start making positive changes in the organisation.”*

*Sydney Harbour Foreshore Authority*



Supporting  
more than  
*10,000*  
*customers*  
every year

Organisations that understand and maximize their people's potential achieve outstanding results. SHL gives you the insights to make better decisions about your people.

**We call this People Intelligence, Business Results.**

## Gaining Self-Sufficiency

### Training in the introduction, implementation and feedback of 360° tools

A carefully planned development and training strategy is essential to ensure your company identifies and retains its most talented employees. Focussing on developing existing staff and nurturing your internal talent to fill key management and leadership positions is an effective way of dramatically reducing recruitment costs as well as empowering and engaging your workforce.

To help you with the feedback process our one-day programme will enable you to:

- design and deliver a robust 360° process
- implement a 360° process
- conduct effective facilitation sessions
- handle resistance to 360° facilitation
- review and validate your process to maximise business investment

### The approach

Participants will define the outcome that their organisation expects from 360° process and assess their strategy against best practice. They will be encouraged to work through the 360° facilitation process in bite-size chunks (interpretation, process management facilitation and coaching) and then put it all together for a final certification.

## How to achieve a successful development strategy?

The behaviour of your employees makes a fundamental difference to the execution and achievement of your business strategy. Most successful development activities take the form of a cyclical course of events (as outlined in the diagram below).

To get the most out of your people you need to define and measure the critical behaviours that will be necessary to drive success in your organisation. 360° feedback is an effective tool for changing behaviours and improving performance.

## SHL - tailor made solutions

In order to offer maximum flexibility to ensure that we best meet your specific company requirements we have three separate 360 solutions available:

### pd360 (or Development Solutions)

pd360 is an online personal development system that enables participants to manage their own career progression. By using pd360, individuals and teams can assess themselves against the skills and behaviours that make up the required competencies for their specific roles. In addition, a wide variety of management reports allow an aggregated view of the workforce.

“With the help of SHL and its tools, we have achieved our desired level of self-sufficiency in our recruitment and development processes.”  
*Metso Corporation*



*25 million*  
assessments  
every year

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### Multi-Rater Feedback System (MFS)

The Multi-Rater Feedback System is an online, 360° feedback system designed to integrate easily with your organisation's requirements. We offer assessment support or training throughout the entire development process, from defining objectives, or selecting appropriate competencies and behaviours through delivering the 360° assessment to interpreting and delivering feedback.

### Standard 360°

Standard 360° offers online administration with the SHL Inventory of Management Competencies and Perspectives on Management Competencies competency models available. Standard 360° is a one-off 360° assessment that can be used for recruitment, selection or development purposes and offers a fully integrated system that provides a computer-generated profile and/or narrative reports, depending on the competency model, for feedback purposes. Each solution has some distinct benefits, as summarised on the next page in the key benefits table.

## Key Benefits

For more information on 360° feedback and development, visit [www.shl.com](http://www.shl.com)

#### pd360 (Development Solutions)

- Can be easily run by internal resources and is intuitive for all users
- Job profiles defined at behaviour level
- Automatically creates impressive graphical view of 360° data that facilitates feedback
- Ability to drill down to the smallest level of detail of information per competency online
- Annual license fee with unlimited usage per annum
- Drives self-managed development resulting in buy-in and ownership of results and progress
- Links development solutions with behaviours in creating a focused development plan complete with detailed tips for development
- Reports – online and interactive. Wide range of reports available, including change over time. Details available at either individual or macro level
- Multi-lingual capability
- Fully customisable

#### MFS

- Ability to combine 360 review with OPQ and create a Performance vs. Potential Report
- Standard UCF projects - quick and easy to set up
- Ability to bulk upload individuals' details and take data extracts/downloads of completed review data
- Standard UCF – items match UCF cards
- pdf reports (including OPQ output)
- Multiple question types available - multiple choice, open questions
- Flexible and customisable email functionality
- Reviews can be easily run by internal resources
- Multi-lingual capability
- Fully customisable

#### Standard 360°

- Perspectives on Management Competencies and Inventory of Management Competencies competency frameworks available
- Ability to bulk upload individuals' details and take data extracts/downloads of completed review data
- Delivered through the central SHL On Demand platform
- Reports output in Word format
- Pricing is automated (units per candidate)
- Ability to link in with all other SHL products
- Flexible and customisable email functionality
- Reviews can be easily run by internal resources
- Multi-lingual capability