

360 degrees Evaluation- Period: 11.2007

GIVEN SITUATION

The company that requested Perspective Group's support for the 360° Evaluation is an important player in the telecommunication services sector, with national coverage. At that moment the company was reanalyzing its development plans and has as objectives:

- To see if and how they could promote in a top-management position one of the evaluated middle-managers– the organization always preferred the in-house promotions.
- To assess the list of competences needed for the employees from each position in order to obtain high performances.
- To identify the individual areas of development in order to establish the training plan.

At this project participated 10 middle-managers.

PERSPECTIVE GROUP'S APPROACH

- Identifying the basic competences for the evaluation process -they will correspond with the values, the mission and the aspirations of the organization and also with the specific features of each position.
- In this sense there were established 8 dimensions (examples of analyzed dimensions: leadership skills; strategic planning; creativity and risk, etc.)
- Defining the respondents' groups for each person. Each person that participated at the process self-assesses himself/herself and at the same time was evaluated from 3 directions: by the superior, by the subordinates and by the colleagues from the same hierarchical level – in total each individual was evaluated by 8 persons.
- Drafting the relevant questions for each measured dimension and finalizing the evaluation form – as it is specific to a 360° evaluation, this form was customized to the company's characteristics and situation.
- Drafting the type of message used to internally communicate the evaluation process – for this purpose it was made an analysis of the existing type of culture in order to fit the content and the means of communication and to maximize the employees' implication in this process; we helped our client to transmit this message.
- Monitoring, supporting and sustaining the employees' interest throughout this complex process to make sure that the established time frame will be respected.
- Preparing the final reports.
- Analyzing and discussing the final results with the general management of the company.
- Coaching and supporting the management to communicate the personalized feedback to each evaluated employee – at this stage the company asked the Perspective Group's consultants to join the managers in their meetings with the subordinates.

- The major implication was in preparing the feedback for more complex cases (e.g. Significant differences in the profile of an employee e.g. between his/her self-assessment and the evaluation of the superior etc.).
- It was provided personalized feedback to these persons included in the project: based on the resulted reports, the participants were taught how to maximize the obtained information, meaning how this can help them for the self development, how to interpret the results, how to build an individual action plan for change and development.
- The management decided to organize also team meetings to discuss together a part of the results and to draw up a common action plan.
- Identifying and recommending to the management the persons with the highest chances to take over the new position in the company, offering support in outlining the training and development plan necessary for every employee.
- Writing the final report to the management including also the employees' feedback on the 360° evaluation process.

RESULTS

- The participants were taught how to maximize the obtained information, meaning how this can help them for the self development, how to interpret the results, how to build an individual action plan for change and development (with the direct manager support).
- All the employees involved in the process had the opportunity to assess the necessary competences that their job required, to find out and to realize which were their strong points and development areas.
- It was defined objectively the training plan.
- The employees got to know themselves and their colleagues better and now are aware of the expectations that their colleagues and the company have from them. They understood that their colleagues' points of view represent a new perspective on their effort to perform better. They learned how to work more efficiently together and became more responsible towards each others by realizing that they should regularly give feedback on their colleagues' performance.
- The communication and the atmosphere from the working place improved, the relationships strengthened.
- The Managers had access to an objective feedback taking into consideration the fact that all the participants' answers were confidential.
- The Managers were able to decide who the right person to be promoted was.
- The obtained results were relevant both for the strategy and the company's values.
- Time and money were saved and the results proved to be objective.
- The Management extracted valuable information meant to help them improve the organization of the activities, in house and customer relationships.