

360 Feedback



Create the Difference

Q-OPD

I N T E R N A T I O N A L
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The need for performance & culture change

With organisations facing considerable challenges from governments, regulators, customers and other stakeholders there is a growing need to improve performance by supporting both personal and professional development, changing non-adaptive operating cultures and redesigning processes and structures. All of these require change at the level of observable skills, behaviours and attitudes. One of the most powerful ways to effect these changes is to incorporate 360 Feedback Appraisal into the organisation's core development strategy.

Wouldn't it be useful to . . .

- Create a greater commitment to your organisation's values and core activities?
- Maximise bottom line profits by engaging the discretionary effort of your workforce?
- Motivate and retain high performing staff?
- Impact leadership performance?

Creating change using Q-OPD 360 feedback

We have the experience and expertise to ensure that you implement this powerful process successfully in your organisation and avoid the many potential pitfalls of 360 Feedback along the way.

Culture, Commitment and Growth

The culture of an organisation is made up of the key messages of 'how things are done here', the standards, values, beliefs and strategically important behaviours. When new staff join an organisation they often bring aspects of their 'old' cultures with them. This 'muddying' of the culture often has a negative impact on the well-being, commitment and motivation of existing staff. Kotter & Heskett's landmark study on organisations with Performance Enhancing Cultures' (PECs) and transformational leadership styles showed that such organisations outperformed 'non PEC' companies 4 times better in terms of revenue growth and 12 times better in terms

of stock price growth. To achieve such results any new strategy or programme must be compatible with the norms and values of the culture of an organisation. Customised 360 Feedback Systems are therefore a key element in providing a 'blueprint' of the types of competencies, behaviours, norms and values that are critical to a strategy's success and an organisation's continued growth. In such a manner, critical behaviours are reinforced not only in strategically important individuals but also to the wider audience of assessors who provided the 360 feedback.



Developing Leaders and Employee Engagement

Research shows that employee engagement is a powerful predictor of performance. Highly effective leaders know how to engage emotionally with others resulting in increased engagement, creativity and discretionary effort all of which translate into better results. Whether a leader has direct reports or works as a part of a project team, the ability to influence others positively is an important ability. The starting point for developing leadership excellence is self awareness and social awareness. 360 assessment provides managers and leaders with frank and honest feedback from their colleagues that enables them in turn to implement tailored development plans to improve relevant skills and behaviours. Another effective way of using 360 feedback is to integrate it as part of the essential pre- and post-measures in executive coaching and leadership development programmes.



Reasons to use the Q-OPD 360 feedback services

With Q-OPD you entrust your valuable 360 System to a 'safe pair of hands'. We have successfully implemented and seamlessly managed numerous 360 projects, in a wide variety of settings, from start to finish, avoiding the pitfalls, maximising the success and realising the full benefits of the 360 process. We are different from other organisations in that we are specialists in 360 feedback design, planning and implementation; these have been at the core of our services since 1997. Nina Len (MSc Occupational Psychology) has extensively researched, written and presented on the subject and personally oversees each client project. Q-OPD's 360 clients include: Johnson & Johnson, United Business Media, HMIP, Napier University, Leo Pharma, Legal & General, etc.



Integrated 360 service provision

We provide a tailored service according to your needs that could include: provision of web-based 360 feedback questionnaires and reports, either customised or standard, the design of your competency framework, associated development workshops, provision of qualified Coaches for 360 feedback and follow-up coaching. We also run 360 Masterclass programmes that enable your staff to become accredited users of the Q-OPD range of reports.



Unique 360 report format

Enables accurate and easy targeting of strengths, development areas and the degree of change required in order for individuals to excel. Feedback focuses on growing strengths as well as raising awareness of the need to develop key behaviours that interfere with individual and team effectiveness.



Customised 360 systems

Customised 360s will reinforce your culture. We can tailor the Q-OPD 360 system to your organisation's values, standards, core activities and commonly-used organisational terminology. The customisation includes: branding by using your logo and colours, 360 questionnaires made available in a variety of languages, demographic data collection and a range of report formats, graphics and narratives. We will work closely with you to ensure that the bespoke format best suits your needs. Organisations often have one or more bespoke 360 questionnaires to ensure relevance to staff at different levels within the organisation.

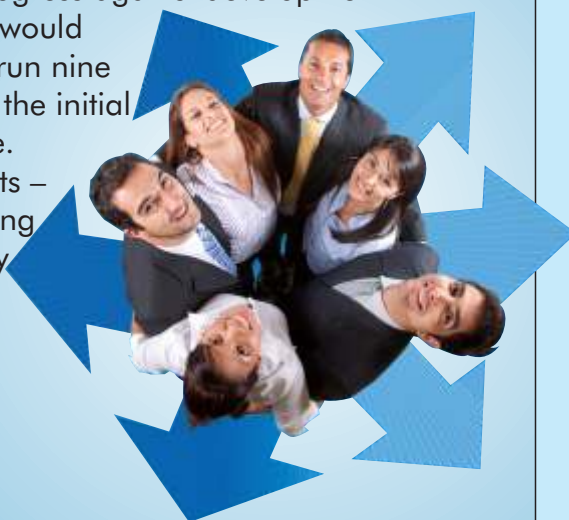


Range of standard 360 reports

- There are a number of Q-OPD 'off the shelf' questionnaires such as the Leading & Managing 360, Developing Others 360, Managerial Effectiveness and Individual Contributor 360s. These can be used for coaching and development activities where the organisation requires an alternative 360 to use for specific projects.

- The 'Measuring Change' 360 Report confirms individual progress against development objectives. It would normally be run nine months after the initial 360 measure.

- Team reports – identify training needs for any given group.



Leading edge technology

Our web-based system is user-friendly and provides maximum flexibility for your organisation. Participants can log-in 24/7 from any location, providing ease of assessment for participants operating internationally or from remote locations. We have a technical and support helpdesk that will support your programme. Your organisation will benefit from Q-OPD providing a prompt, personal and highly professional service that can manage all aspects of administration, participant and rater contacts/reminders and report generation all stored on our remote safe-server.

360 feedback with Q-OPD International

360 assessment is a process which gathers anonymous feedback by means of an online questionnaire from an individual's work colleagues - this typically includes the participant's manager, peers, direct reports and internal customers. The Participant receives this feedback in the form of a report which shows their strengths, development



How effective is 360 Assessment?

Research shows that in some cases 360 is very powerful for developing staff though the success of the 360 intervention depends on the expertise with which it is implemented.

Q-OPD has proven experience and will guide you through the process to ensure successful outcomes.

Case study - Q-OPD was invited to work with a 'household name' client to design, develop and implement a 360 process.

This organisation had 87,000 employees worldwide and had identified that it needed to quadruple the number of Leaders over the next 10 years in order to keep up with growth. A customised Leadership 360 questionnaire was developed ensuring that the behaviours / questions reflected the organisational strategy and the culture of the organisation. The 360 feedback enabled the individuals to accurately target their development areas and strengths in areas that were of value to the organisation. The Q-OPD process of 360 feedback follow up was implemented which was supported by a coaching and development programme. An evaluative survey was conducted 18 months after the initial 360 feedback. The survey involved 8,000 direct reports. The results showed that 75% of the participants had followed up on their self development plans in the recommended way. Also, those that had consistently worked on their leadership skills and involved others in their self development were perceived to be three times more effective as leaders than others.

CIPD research shows that developing employees pays. The study showed that the return on investment (ROI) is between 5-10% (as a percentage of their salary) in terms of performance over and above the results would normally produce.

Research from The W. Edwards Deming Institute states that up to 50% of work place effort is discretionary. This emphasises the need for excellent leaders and managers who can inspire and motivate their staff in order to gain that discretionary effort from them.

Thatch (2002) found that following 360 feedback and 6 months of coaching executives increased leadership effectiveness up to 60% based on post survey ratings

360 Benefits

Individual Benefits

- Lets an employee know exactly what is expected of them in order to progress in their current role or aspire to more senior positions. Helps make visible aspects of the 'shadow side' of an individual, i.e. behaviours and attitudes that left unaddressed could derail a person's career

Team benefits:

- Levels of overall team engagement can be monitored by running a consolidated 360 Team Report, i.e. demonstrates the extent to which their espoused norms, values and attitudes are actually lived.

Organisational benefits:

- Drives performance in line with the company strategy by focusing individuals on behaviours which will maximise growth.

360 feedback can be used in

- Coaching and Career Development
- Assessment and Development Centres
- Employee Surveys
- Appraisal and PDP
- Leadership and management development programmes