

## 360 Degree Feedback

### Paving the way for Development

#### Context

The Indian operations of a Global Financial Services software firm wanted to launch a 360 Degree Feedback exercise for its Senior Managers. This was the first time that such an exercise was being planned for the organisation. Given the nature of this intervention, there were clear apprehensions among the stakeholders. However, as the purpose of the initiative was purely developmental, the project sponsors were keen to address the apprehensions to ensure a successful program. The company was in search of an implementation partner and approached Vernalis. Vernalis had extensive discussions with the Project Managers in order to understand the purpose behind the initiative and the company's requirements. Based on past experience, Vernalis also shared insights about the pros and cons of a 360 degree feedback. After ensuring that the client had a thorough understanding about the project, Vernalis partnered to support the implementation of the project.

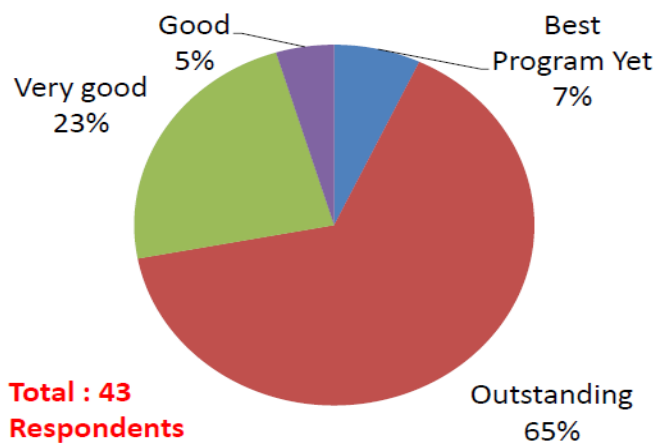
#### Intervention

The ensuing 360 degree intervention was covered in the following steps. One key feature about the project was that Vernalis aimed to ensure Stakeholder buy-in at every stage of the process.

- **Questionnaire Design** | To design the 360 degree questionnaire, key behaviours relevant to senior managers were shortlisted from client's competency framework. The 360 questionnaire was designed based on those behaviours. A pilot survey was also organised to validate the questions.
- **Choice to select Own Raters** | To improve buy-in, senior managers were invited to nominate their raters from amongst their peers and subordinates.
- **Rater Training Sessions** | Before opening the online survey, sessions were organised to sensitise the raters to their role & responsibility as a feedback giver, and to equip them to submit a high quality response. Participation rate was close to 95%.
- **Helpdesk & Support** | Helpdesk was available for support and issue resolution, while the survey was open.
- **Anonymity of Responses** | The exercise was conducted in a manner that ensured anonymity of responses.
- **Detailed Reports with Norms** | All the feedback reports were generated within a few days after close of the survey. The report included norms for the population of the approximately 60 senior managers.
- **Individual Development Dialogues** | In order to maximise take away from the exercise, each senior manager participated in a development dialogue. Along with trained coaches, they consensually identified their strengths and areas of improvement from the 360 degree report. It was often seen that the areas identified during the dialogue were more insightful than the Auto-generated areas in the report.
- **Individual Development Plans** | The senior managers received individual development plans on their areas of improvement and were encouraged to suitably customise it to suit their development journey.
- **Organisation-wide Insights Report** | At the end of the project, a report capturing organization wide norms and insights was shared with the project sponsors and the top management.

## Outcome

The overall experience of the 360 project was rated as 'Outstanding' by the senior managers. They appreciated the rater training sessions, and the insights generated during the feedback session. A strong motivation was seen towards development. The organisation wide insights report generated useful inputs for the project sponsors on training programs to prioritise for their senior managers. The project was successful in meeting its goal to pave the way for sustainable long-term development for its senior team.



**Overall Experience of the 360 Degree Project rated as Outstanding**

### Qualitative Comments - Sample

The report is quite helpful. Gives insight and prompts me to take up development plan.

Practise of identifying development areas and "how" to achieve the goals was explained very well.

Thank you for very focused, action oriented program. The overall 'User Experience' is also quite professional and slick

This program provided very useful insight and will help me improve in my career as well as personally too. Outstanding program!!

Good for me to step back and focus on the areas for self development.

Thanks. I truly enjoyed working with you. You conducted the session very well and the insights were very meaningful.