

» 360° Leadership Echo



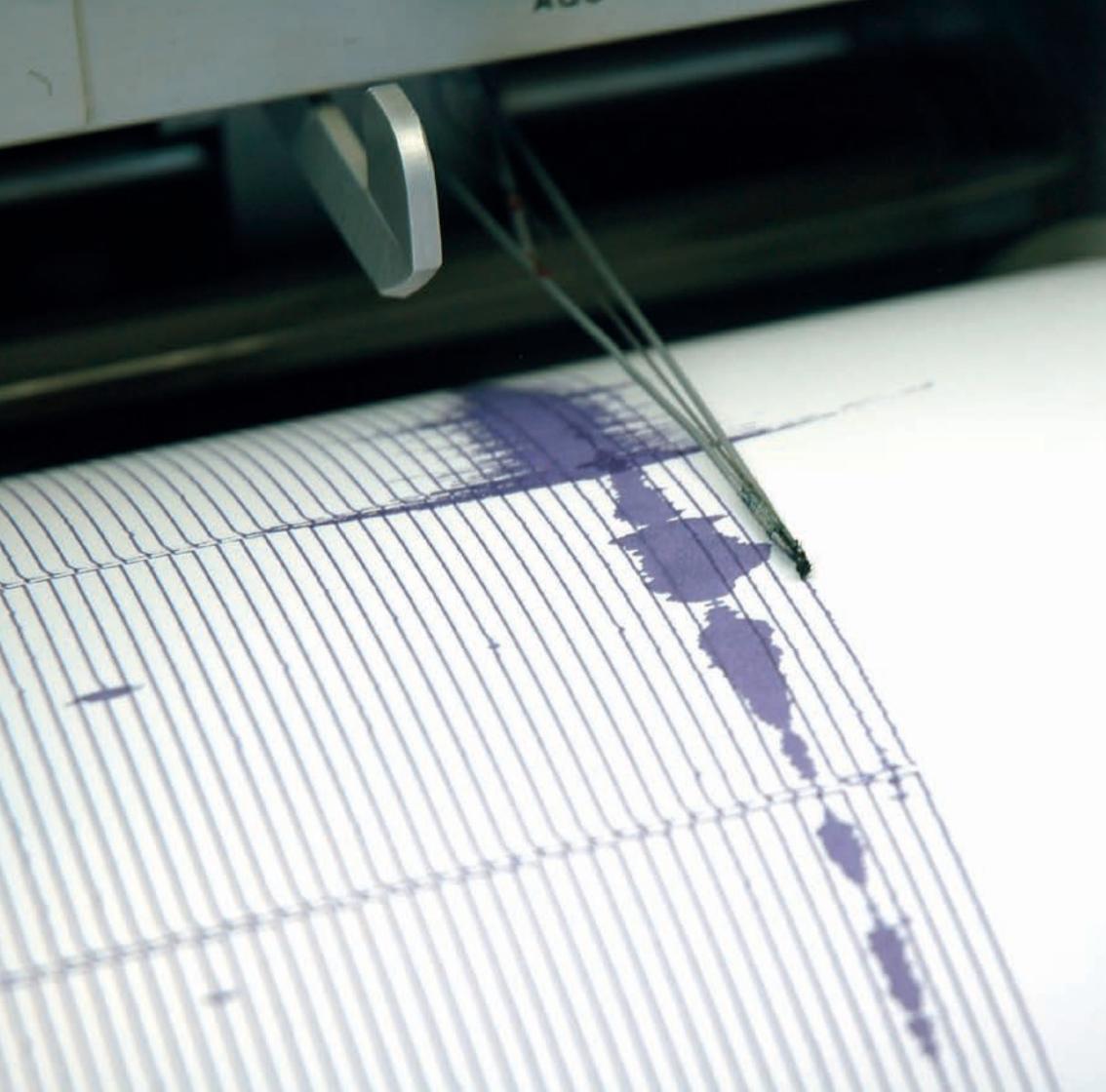


» The Challenge

It should be simple: all work in an organization depends on mutual expectations, interests, and dependencies. The organization's people and their managers are caught up in this tangled web. Regular, mutual feedback in the workplace can help reconcile their different points of view, reach agreements and have them work cooperatively with each other. In a perfect world, this would be the natural order of things. However, we do not live in a perfect world.

- » Do the specialists and executives of your organization actively pursue feedback from their environment?
- » Can you get up-front, unreserved, and constructive feedback in your organization?
- » Do you learn from this feedback and improve your (leadership) work accordingly?
- » Is mutual feedback a natural part of your wider corporate culture?
- » Is communication about the quality of cooperation possible across hierarchical boundaries?

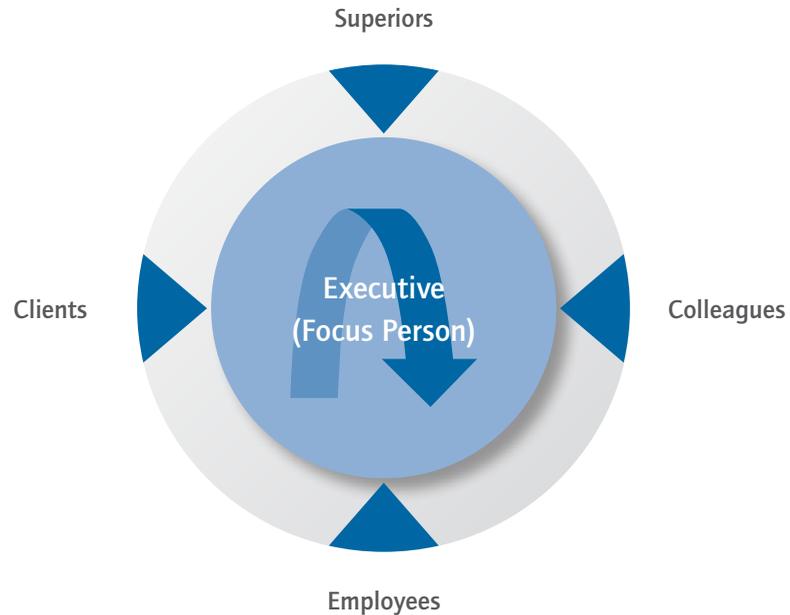
Giving each other mutual and constructive feedback is a sensitive issue in many organizations. Management discourse enjoys using terms such as a "culture of trust", but uninhibited cooperation remains a challenging objective – be it because of negative experience, a lack of time, worry about consequences, or personal fear of conflict. An institutionalized feedback process can pave the way for constructive feedback and aid the positive growth of the corporate culture. The method of multi-dimensional feedback – so-called 360° feedback – offers a complete and systematic rounded picture that gives due attention to different sources of information.



» The Method

An institutional feedback process is more than a sophisticated high-tech online survey. We consider each project to be an intervention in the body of the organization itself and we invest heavily into all required conceptual or support measures. In particular, these include

- » Integrating the 360° process in the HR systems already in place in the organization
- » Drafting a bespoke survey in full alignment with the needs and strategic goals of the organization
- » Involving all relevant stakeholders from the very start of the project
- » Preparing an effective communication mix
- » Analysing the results with the recipients of the feedback (focus people) in the course of individual feedback talks
- » Selecting matching, bespoke HR development measures
- » Reviewing the feedback within the team in order to improve cooperation and find new footholds for developing the team further
- » Aggregating the data and uncovering more general needs for intervention for the organization



Assessing the focus person from different perspectives offers the opportunity for truly comprehensive feedback.

In the 360° Leadership Echo, information from a range of different sources is used. The focus person begins by assessing himself in an online questionnaire (self-perception). Then the other sources, such as the focus person's superiors, colleagues, employees, or clients, are invited to enter their rating on the basis of the same criteria (outside perception). Depending on the purpose of the process, different groups of feedback sources can be included. The comparison of the self and outside assessments provides invaluable insights for the recipient of the feedback, which can help him optimize his behavior and his own efficacy in the most focused and effective manner possible.



» The Benefits

The focus person, the sources of the feedback and the organization itself all benefit from a 360° Leadership Echo.

The Focus Person:

- » Learns to see “blind spots” and potential hidden from him in his normal self-image
- » Is given an assessment of his behavior from a range of different perspectives
- » Confronts himself with his characteristic strengths or needs for development – optionally with the support of a coach
- » Sees how other people, including important stakeholders, perceive his competence and abilities and
- » Finds the best starting point for effective self-development

The sources of the feedback:

- » Can give honest feedback with full and guaranteed anonymity
- » Become aware of their own interests and expectations concerning leading managers
- » Ideally think about their own behavior when entering their outside assessments
- » Have an opportunity to actively influence the nature of their cooperation with the focus person

The organization itself gains substantial benefits: the 360° Leadership Echo allows for an aggregate and systematic overview over strengths and weaknesses in terms of competences that are critical for its success. An aggregate analysis can be provided separately for individual teams, organizational units, or levels of hierarchy. In times of change, this can be an invaluable tool for comparing the status quo with the intended targets and plan development activities for each level of the organization. This makes the 360° Leadership Echo an ideal foundation for planning your HR and organizational development.



» The Project Structure

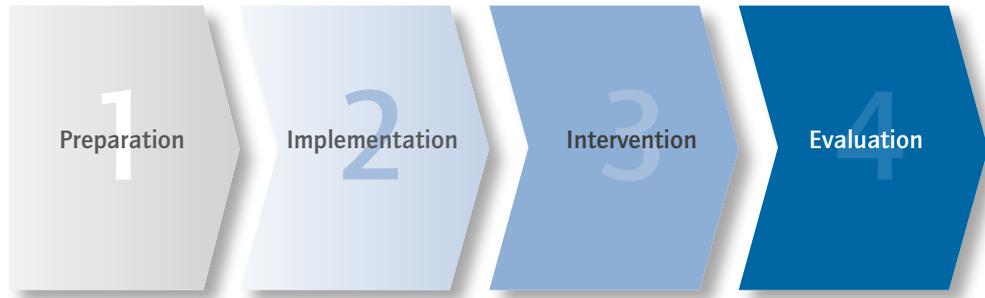
Experience has shown that projects of this nature are conducted most effectively by following a four-step model:

1. Preparation

- » Finalizing and fine-tuning the project's objectives
- » Developing evaluation criteria to measure the success of the project
- » Identifying a target group, focus persons, and sources of the feedback
- » Designing a suitable questionnaire on the basis of the model of competence
- » Configuring the online tool

2. Implementation

- » Organizing and conducting the support measures
- » Inviting the sources of the feedback with a specific deadline
- » Handling the returned feedback
- » Quantitative and qualitative analysis of the questionnaires
- » Drafting individual feedback reports
- » Dispatching the completed reports to the focus persons



We will work with you to complete your individual 360° feedback project in four distinct phases.

3. Intervention

- » Conducting individual feedback and coaching talks
- » Optional: providing aggregate, anonymous feedback for the client
- » Conducting optional team workshops with the sources of the feedback
- » Deciding on suitable action plans or staff development measures
- » Recommending effective next steps on the organizational level
- » Presenting the aggregate report for the organization as a whole

4. Evaluation

- » Follow-up evaluation workshops with the executive teams
- » Spot survey of the success of the measures
- » Repetition of the entire process after a minimum period of six months or ideally one year.

The specific structure of any 360° feedback project is designed individually to suit the expectations and interests of the client. Our designs benefit from our many years of consultancy experience in HR diagnostics.



» Our Proposal

Over the last 30 years, Kienbaum has worked intensively on questions of leadership quality and competence. We believe that the requirements for executives are specific to each organization, which is why we include both established success factors and bespoke criteria in all of our projects. We have gained substantial project experience with an invaluable know-how concerning domestic and international benchmarks. All of this helps us to analyze your results in the most effective and meaningful manner possible and provide an ideal foundation for your HR and organizational development.

We would always recommend supporting the feedback process with team workshops and individual coaching measures. This is a crucial decision for the effective pursuit of your goals in the process. Both types of interventions place considerable demands on the consultants in charge. At Kienbaum, we can live up to these expectations by ensuring the excellent qualification and consistent training of our professional, full-time coaches. Our coaching team includes graduate psychologists or economists, but also (business) engineers – each of them a fully qualified coach with specific focus competences and many years of experience in line management, training, and leadership.

Do you have any further questions about the **360° Leadership Echo**?

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