



**FEEDBACK IS THE BRIDGE BETWEEN PERCEPTION & PERFORMANCE**

## SUCCESSFUL TEAMS DEPEND ON HONEST FEEDBACK, FROM *EVERYONE*

- Reveals hidden strengths and blind spots
- Enables career development and strategic coaching
- Provides feedback both in form of measurable ratings & subjective comments
- Aids concrete action planning
- Adds more insight to the performance management process

Being consistently perceived as an exceptional leader is achieved by **only about 10%** of participants in a typical 360-degree feedback project.

*Can you imagine the impact in your organization if the number of exceptional leaders was multiplied?*

### | CONTENT

Research-backed, validated content designed by I/O Psychologists and vetted by industry experts.

### | TECHNOLOGY

Our proprietary 360 feedback platform is not only user friendly, but being web-based, also gives a lot of flexibility to the end-user.

### | REPORTING

Our 360 reports are packed with meaty content, yet are easy to interpret.

### | COACHING

360 degree feedback is often an emotional process, sometimes evoking shock and resistance. Our skilled coaches help participants manage these emotions and use the feedback for effecting change.

### CLIENT SPEAK

I believe their 360 Degree Feedback Survey helped us in dealing with challenges at work place better and more effectively. I found this exercise worth every paisa, if we were to use it meaningfully and look at it sincerely and honestly.

- CEO, Gramin Vikas Trust

## 360 DEGREE FEEDBACK IN USE

### Part of Culture Change Program

#### *Leading Retail Chain*

*Challenge:* The leadership team wanted the company to move to a culture of devolving responsibility, encouraging people to take ownership of their problems and resolve them proactively. The company believes this will enable them to make giant leaps in agility and customer satisfaction.

*Solution:* Our 360 Degree Feedback tool was introduced as part of training & development plan.

*Result:* Significant improvement was noted in managerial performance in response to upward feedback (i.e. a junior employee providing feedback on a senior team member). It was found that performance ratings by peers and direct reports are one of the most important or reliable source of information. The feedback mechanism has become a recurring and important lever in eliciting the desired behavior change.

### Organization's first 360 degree

#### *Logistics and Supply Chain company*

*Challenge:* Cultural resistance and resource constraints had prevented HR from undertaking a formal feedback process so far.

*Solution:* We framed all communication in a way that the exercise was understood as a business improvement process. We ensured that the whole team was involved from start to avoid distrust. Detailed product sensitization was planned for key stakeholders, highlighting the positive takeaways from the process.

*Result:* Initially some participants found it daunting to provide upward feedback, but our promise of confidentiality helped allay those fears. The exercise not only won buy in, but was conducted with enthusiastic cooperation from all levels of participants. Additionally, positive performance impact was noted in annual reviews.

### Evidence based leadership development

#### *Large FMCG Company*

*Challenge:* Developing a Leadership development program based on real-world evidence and not something simply influenced by theories, personal biases or passing fads.

*Solution:* We suggested a self-insight workshop with 360-degree feedback analysis as a key component.

*Result:* The feedback, together with the workshop takeaways, helped the participants see from a new perspective and understand both, the requirements of their role and the gaps in their leadership styles.

### Increasing rate of participation

#### *Banking*

*Challenge:* The company had long experience with various feedback mechanisms, but getting people to participate had been a pain point.

*Solution:* We researched the reasons for low participation in the guise of training needs analysis discussions with various levels of employees. We found that people avoided giving feedback due to some process complexity but mostly due to a widespread lack of seriousness about the process.

*Result:* We implemented an easy-to-use 360-degree feedback process, designed to be cascaded down the line, with seniors inviting their direct reports and so on. We made it mandatory that the top team should be the first to complete, as demonstrable commitment to the process. Initially planned as a one-off exercise, the process has so far been taken up bi-annually by top 3 levels of management.