

Performance & Development: Achieving Continuous Improvement

“ Being able to implement the 360 degree programme quickly was pivotal in our ability to start making positive changes in the organisation. ”

Dr Robert Lang,
Chief Executive Officer,
Sydney Harbour Foreshore
Authority

360° Feedback and Development

To get the most out of employees, organisations need to know their strengths and weaknesses. And they need to place them in roles that maximise their value. 360° feedback and development helps you prepare the right people for the right roles and focus on the training and support they need to excel.

In a 360° feedback review individuals rate themselves and receive structured feedback – measured against the needs of the business – from managers, direct reports, peers, colleagues, and customers.

Many studies have shown that well-orchestrated 360° programmes reap significant rewards for organisations and help improve or are predictive of performance.

Benefits include:

- A more engaged workforce
- Greater productivity
- Lower employee turnover
- Reduced recruitment costs
- Encourages employee ownership of career development
- A more open, collaborative culture

Ultimately the value of 360° programmes lies in their power to bring about changes in employee behaviour for competitive advantage.

An In-Depth View of Performance and Potential

360° feedback and development helps you:



Identify those with **leadership potential** and construct a succession planning strategy.



Link individuals' performance with business objectives, ensuring the right people are in place to implement future plans.



Quickly identify and promote **high performing employees** before they leave the organisation.



Improve employee motivation by directly engaging staff.

CEB's SHL Multi-Rater Feedback System

We can help you build and implement an effective performance management or development strategy using 360° feedback. Our online 360° Multi-Rater Feedback System (MFS) offers organisations a structured, in-depth perspective on performance and potential, based on the ratings of colleagues, peers, managers and clients.

Used effectively, MFS empowers employees to take ownership of their career development, and ensures they focus on the areas where they add most value. And it gives the company a clear view of an individual's or team's performance, based on the people who know and work with them.

MFS Features

MFS is an online system that allows you to set up and manage structured 360° reviews effectively, and is designed to integrate easily with your organisation's requirements.

The system offers:

EASY SETUP



Reviews quick to set up and easy to run internally

PERFORMANCE VS. POTENTIAL



Reports showing performance versus potential

MULTIPLE CHOICE



Multiple question types available – multiple choice, open questions

MULTIPLE LANGUAGES



Available in 24 languages

CONFIDENTIAL



Enables anonymous and confidential input

SCALABLE



Range from small to very large groups

BESPOKE



Highly customisable

One Common Language for Talent Measurement

MFS maps to CEB's SHL Universal Competency Framework (UCF), enabling a comprehensive hiring or development strategy that includes assessments of aptitude, personality and job-specific skills. We can also map MFS to your own competency framework, if required.

The UCF can be used to describe the competencies and underlying behaviours required for success in any role in any organisation.

Self-service or managed service

MFS is available as a self-service solution, straight 'out of the box'. We can alternatively shoulder the administrative burden on your behalf, delivering the assessments and interpreting the results as part of our managed service.

We also offer support, and a wide range of training services, throughout implementation, from defining objectives and selecting appropriate competencies, through to delivering the assessments and providing feedback. We will work with you to find the best solution for your needs.

“ [CEB’s SHL Talent Measurement Solutions] were chosen for the management development program because they had the expertise, a large range of off-the-shelf material and, perhaps most importantly, were flexible in how they worked with us. ”

Lisa Farthing, Human Resources Manager, Dell

360° Feedback in Action

360° Feedback as Part of Your Talent Strategy

In a turbulent world economy, business agility is increasingly essential to success. But how do organisations ensure they have the right leaders and management team to drive necessary change? For many of our clients, 360° feedback is critical to their leadership development and succession planning decisions.



Novo Nordisk

This global healthcare provider used 360° feedback to help foster a new generation of leaders, who would face a much more competitive global marketplace.

“[You] helped give us insight into our leadership talent and prepare our most promising individuals for development into future leadership roles.”

Irene Hornero, Novo Nordisk



Centrelink

This public sector organisation implemented 360° feedback to help strengthen its leadership pipeline for strategic change.

“Participants have reflected that this process provides them with an understanding of themselves as leaders – an aspect that has been crucial to the success of our leadership and succession management strategy.”

Sherryn Bellis, Business Manager, Centrelink’s Leadership Team



Metso

This technology leader used our 360° solution to drive greater quality, scale of economies and consistency in its HR processes worldwide.

“We have achieved our desired level of self-sufficiency in our recruitment and development processes. We have gained control and quality in our HR processes and reduced our total costs.”

Hilkka Alatalo-Korpi, SVP Talent Management, Metso Corporation

Underpinning HR processes across the organisation

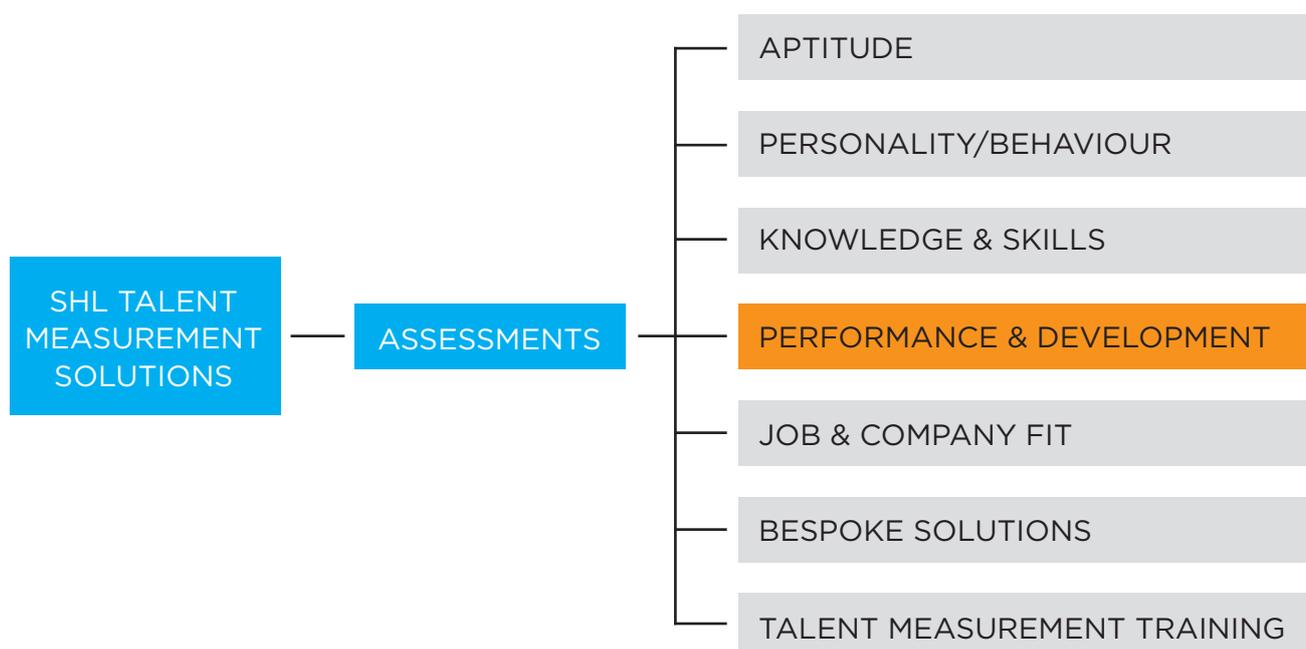
360° assessment is also widely use across other critical HR processes, including:

- Performance management
- Relationship management
- Team building
- Business restructuring
- Culture change
- Development needs analysis
- Skills audit

Why Use CEB's SHL Talent Measurement Solutions?

CEB's SHL Talent Measurement Solutions is an important part of our Integrated Talent Management Services. We offer science-based assessments, benchmark data, technology and consultancy services to help organisations assess, select and develop the right people for the right roles. SHL Talent Measurement Solutions deliver the following:

- Verifiable business results – through improved hiring and development decisions and greater alignment of people with strategy
- Solutions based on insights and best practices from the most successful companies and the world's largest source of data on people at work, drawn from 30 million assessment results a year
- Global presence, local flexibility – with assessments adapted for use in every market we serve, delivered in more than 30 languages and 150 countries worldwide
- Over 30 years' global assessment innovation and expertise
- The experience of working with leading organisations, including over 80% of the Financial Times Stock Exchange (FTSE), 50% of the Global Fortune 500 and over 50% of the Australian Stock Exchange
- Certified to ISO 9001 and ISO 27001 quality management and security standards



“ You provided us with a sound, objective basis on which to build a development programme.

MSAS Global Logistics

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A Choice of SHL Talent Measurement Solutions Delivery Options:

- **Self-service** – we give you direct access to our online assessments
- **Managed services** – we administer and deliver the assessments on your behalf
- **Customised** – we implement your own in-house system or delivery website, including your own branding if required.
- **Integrated** – We integrate our assessment portfolio seamlessly into your chosen recruitment, applicant tracking or talent management system.

For more information on how CEB's SHL Talent Measurement Solutions can help your organisation, speak to your account manager or email us at info@shl.com

About CEB

CEB is the leading member-based advisory company. By combining the best practices of thousands of member companies with our advanced research methodologies and human capital analytics, we equip senior leaders and their teams with insight and actionable solutions to transform operations. This distinctive approach, pioneered by CEB, enables executives to harness peer perspectives and tap into breakthrough innovation without costly consulting or reinvention. The CEB member network includes more than 16,000 executives and the majority of top companies globally.

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