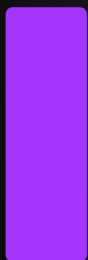
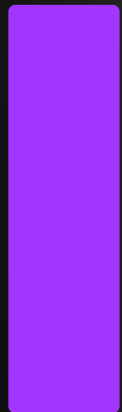




OPTIMISE STRATEGIC TALENT MANAGEMENT PROJECTS WITH 360 FEEDBACK

Five processes where feedback
adds unique insights



Introduction

Hiring freezes, tight labour markets and a wellbeing focused generation entering the workforce mean that engaging and developing the right talent has never been more important. Due to this widespread need to develop employees, implementing scalable solutions that offer measurable ROI is critical.

While many organisations utilise 360 feedback surveys to feed into annual development programs, the benefits of collecting this structured feedback go far beyond this and can be effectively used to support other talent management initiatives. Here, we explore progressive ways in which you can utilise 360 feedback as a component in other talent projects.



1

Demonstrate ROI for your leadership coaching

In an ever-changing world, awareness of yourself and others is critical for effective performance – and even more so for leaders. Coaching is a powerful, personalised way of helping leaders understand themselves, their motivations and values, and their skills. While the personalised nature of coaching allows leaders to dig deep and create lasting change in their convictions and behaviours, a challenge with coaching is capturing return on investment (ROI). This can lead to lessened motivation for the participant, and a reluctance to invest in coaching from the organisation. A 360 feedback measurement at the start and the end of the coaching process can function as a benchmark and make development tangible by:

- Identifying the right focus areas
- Tracking growth
- Motivating through tangible reference points

2

Create self-awareness for High Potential development

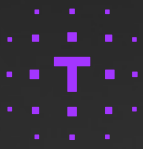
High potentials are critical to the future success of any organisation, and development programmes are a powerful way to retain, develop, and increase visibility and effectiveness of your top talent. Yet, organisations often overlook one vital gateway to success for those who are ahead of the curve: enabling hi-pos to relate to others in the organisation and bring them along – rather than trying to run ahead of the herd. 360 feedback is an insightful tool for creating this awareness of others, by providing participants with a full view of others' perceptions of them and enabling them to understand how they come across to others – while at the same time presenting the participant with opportunities for growth more holistically.

3

Make development assessments actionable

While development assessments act as an insightful way of providing employees with a sharpened awareness of their strengths and potential development areas, turning awareness into action and tracking learning and behavioural change following the assessment is often challenging. A series of regular '360 check-ins' can be an effective way to boost concrete action following a development assessment, enabling both the participant and the organisation to:

- Bring development to life
- Enable self-reflection
- Increase motivation



4

Provide a well-rounded perspective for succession planning

Critical for creating leadership bench strength, succession planning processes are a prominent talent strategy for many modern organisations. But the processes are often flawed, with succession decisions being made based on subjective evaluations from a small number of senior leaders. As a leader's success stands or falls with the support of their teams, this approach means a critical group of stakeholders gets overlooked: the workforce that will be managed by these future leaders. By utilising 360 feedback during succession planning, future senior leaders get a well-rounded perspective of their strengths and development opportunities. This results in a more versatile view of the future leader's impact, giving both them and the senior leadership team greater confidence seeing how they are perceived across the organisation.

5

Drive culture change

Culture change is one of the more challenging developments an organisation can go through. Making the change tangible and getting everyone on board is hard and needs to be approached with purpose and persistence to deliver the desired result. A 360 survey can be rolled out to relevant employees or teams to raise awareness of gaps between the current and the perceived ideal. The 360 feedback helps highlight these, as well as which behaviours individuals can work on (and how) to better align themselves with the aspirational culture of the organisation, creating greater harmony and alignment.