

The Topic

Implementation of a 360° Feedback process for evaluating members of the Senior Management team for performance and variable compensation purposes

The Issue

The client was looking for a 360° Feedback process to address several issues:

- Provide feedback to senior managers on their performance as a leader
- Provide constructive feedback to define areas to improve upon
- Provide a process for evaluating key corporate objectives
- Allow employees to provide anonymous feedback to their leaders
- Link the results to payouts on the variable compensation program

People Insights, Inc. Role

Worked closely with the President and Senior Management Team under the general direction of the Chairman of the Board.

- Designed, developed, tested, and implemented an effective 360° Feedback process for evaluating members of the Senior Management Team
- The process involved employee feedback, inter-team evaluations, and President feedback each weighted differently to meet the needs of the variable compensation program
- Presented the results to the President and Senior Management Team and provided a summary to the Chairman of the Board
- Worked closely with the President to effectively deal with negative feedback and specific people issues.

The Client Benefits

The organization experienced several benefits as a result of this engagement. Some of these include:

- The 360° feedback process provided an evaluation method for measuring success on key corporate objectives
- The process allowed employees and other team members the opportunity to confidentially provide feedback to the President on the leadership style of the Senior Managers. This led to some issues being identified. Action plans were developed with the President to address these issues with the identified managers. This led to the termination of one manager who did not fit the company values.
- The 360° Feedback process provided an objective method for evaluating key performance indicators utilized to determine payments on the variable compensation program.

Overall the organizational leadership was enhanced. In addition the process was utilized again in future years with minor modifications.

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