

Smart360: Performance Feedback

Context-targeted 360-degree Feedback

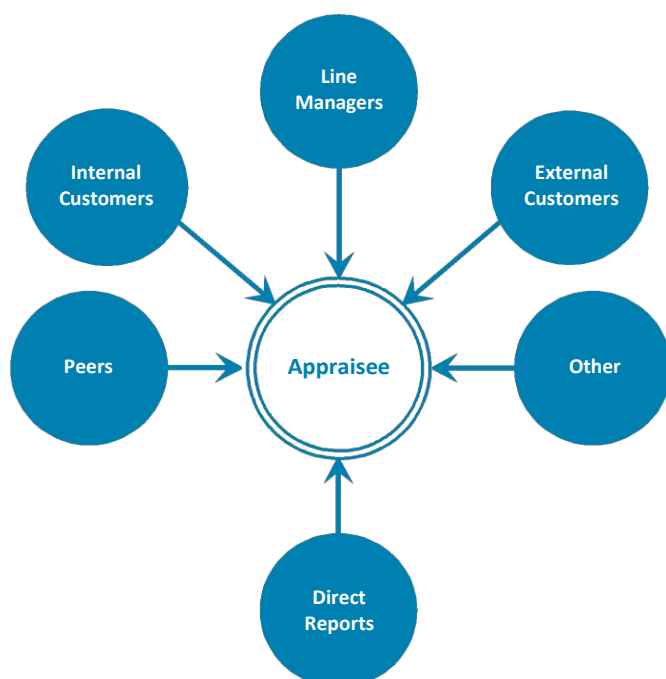
What is 360-degree feedback?

Where 'regular' performance appraisals provide 'single source' (top-down) feedback, normally only from an employee's direct line manager, 360-degree feedback appraisals are 'multi-source', involving behavioural feedback from a variety of sources such as Peers, Direct Reports ('subordinates'), Customers (internal and/or external) as well as Managers.

These are called Rater Groups, consisting of three or more Raters per Rater Group (except for the Rater Group 'Manager/s' where an employee may only have one line manager).

Why 360-degree feedback?

Simply put—it is harder to discount the views of several of your colleagues or customers than the views of just one person. The 360 process also provides a much more complete and richer picture of an employee's performance. It also gives people an opportunity to provide anonymous feedback to a colleague, which they might otherwise be uncomfortable giving face-to-face.



Context-targeted Feedback

The *context-targeted* technology of Smart360 enables you to use highly targeted sets of questions for each individual Rater Group covering their unique working relationship and involvement with the employee. These Rater Groups can include, among them:

- **Peers**
 - Questions about Teamwork
- **Customers**
 - Questions about Customer Service
- **Managers**
 - Questions about employee's job competency
- **Direct Reports**
 - Questions about the manager's management style and practices

This leads to dramatically more useful and actionable feedback for the appraisee, with resultant hugely enhanced behaviour and performance improvement.

Smart360 is unique in respect of its context-targeted technology, but it also provides the standard 360 option of one set of questions for all Rater Groups.

Benefits of 360 Feedback

The benefits of 360 feedback include:

- Increased self-awareness, by understanding how your behaviour is perceived by others, and comparing this perception with your own self-assessment of your work behaviour.
- Identify and build upon the strengths that you are exhibiting currently.
- Identify priority areas where you might change your behaviour in order to improve your work performance and organizational effectiveness.
- More focused learning and development activities, and increased individual ownership for self-development.

Smart360 can be operated on your own Corporate Intranet or over the Internet at a secure data centre with world-wide 24x7x365 access

How does 360 help the Employer?

- Provides employee self-insight for personal attitude and behaviour change
- Targets Employee Development Areas for Training/ Coaching/Counselling
- Leadership Development
- Team Building and Development
- Training Workshop Pre- and Post- Assessment
- Assessment Centres
- Organisational Change Interventions
- Career Development Planning
- Succession Planning (identification of star performers)

Licensing Options

- Smart360 can either be a stand-alone system or an optional module to Appraisal Smart.
- It is provided online as a SaaS (Software as a Service) service (no software to download), or can be installed on your own server (Intranet option).
- Furthermore, it is offered as a self-service (client-managed) option, or with us acting as a Service Bureau
 - we manage everything on your behalf to ensure maximum employee confidentiality and trust – and minimum effort.

System Features and Benefits

- Smart360 is highly flexible, user-friendly, and intuitive, with very little administrator training required.
- It accommodates 360 appraisals for all your employee levels, and not just managers (as is frequently the practice).

System Features and Benefits (continued)

- Use our customisable question/competency sets and rating scales, or add your own.
- Set rating to be done at the competency level OR the behavioural indicator level (another world-first).
- Internal employees and external parties (such as external customers) can be involved as raters.
- All raters (internal and external) receive a system-generated email containing an embedded hyperlink that opens the 360 questionnaire directly
 - no need to log into any system.
- Easy monitoring of rater response progress— presented in real-time, online.

The system keeps a permanent record of employee 360 appraisals in an accessible online database so progress can be tracked over time.

Three report types are generated:

- Tabular
- Graphical
- Narrative.

The latter is another key differentiator of Smart360, as we believe (and our clients agree) that rater *written* feedback is much more valuable than just indicating rating gaps between raters and appraisees (feedback recipients). What does a rating gap of, say 2, mean, unless raters can provide narrative feedback explaining the reason for their lower rating?

Smart360 does not just focus on *development needs*, it also asks raters to give feedback to appraisees on their *strengths* as well (per competency), to provide balanced feedback, and to encourage and tell appraisees what they should keep on doing.

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