

» Kienbaum 360 Degree Feedback

Develop leaders. Improve leadership quality.

What we offer





Self-reflected, authentic, confident –
good leaders make the difference.

Only those who know their impact on others
can successfully lead others in the long term.

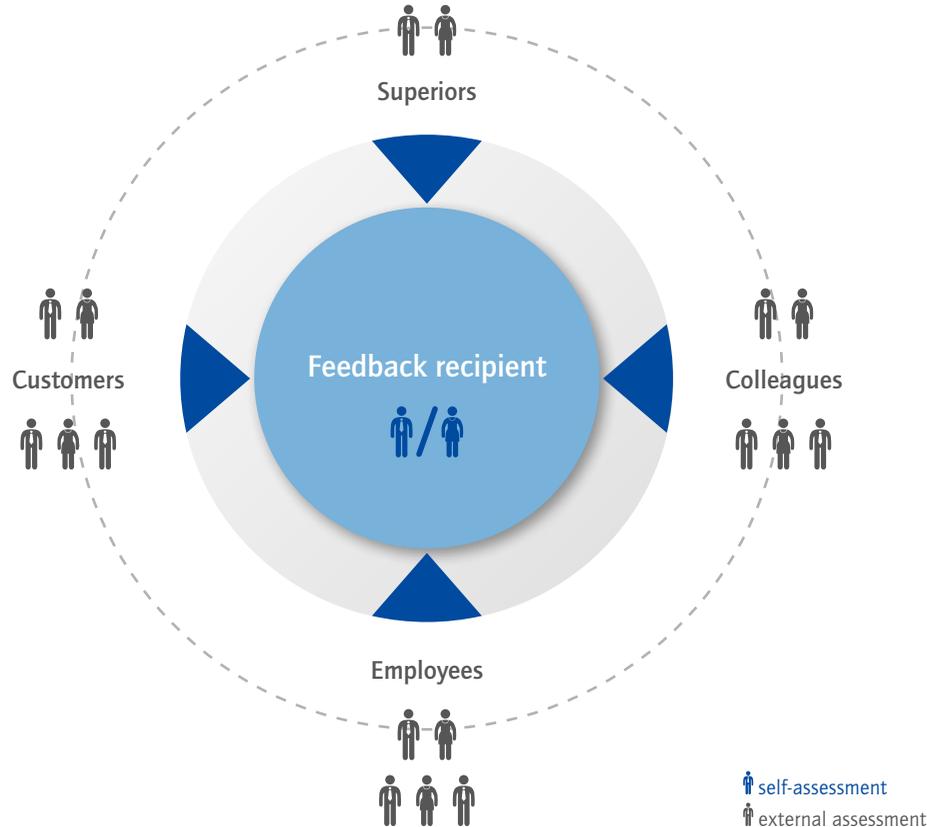
» The Challenge

Why leadership quality is so important

New technologies, increasing internationalization, and high competitive pressure are some of the manifold challenges companies are confronted with. Companies can only sustain competitiveness on the market if they constantly question themselves: Is our strategy fit for the future? Will our customers still be satisfied with us tomorrow? Do we have the right employees on board to achieve our corporate goals? Which of their competences are critical to success? What specific experiences and skills do we and our managers need to successfully meet the variety of challenges?

More and more organizations are addressing specifically the question of leadership quality, for good reason. Good leadership is an important lever for economic success. Whether in the role of a manager and decision-maker who conducts the business or as a coach and driver for change who motivates and inspires employees – good leaders make the difference.

Companies need transparency on their leaders' competencies. Targeted development measures can only be derived if the strengths and areas for development of the leaders are known. This transparency is also of high importance for the managers themselves: "Self-reflection is the first step towards improvement." Only those who know their own strengths and areas for development can work on them.



» The Solution

360 Degree Feedback as impulse for further development

This is where the 360 Degree Feedback comes in. The 360 Degree Feedback procedure assesses your leaders' competencies from different perspectives. Aside from the manager's self-assessment, superiors, colleagues, employees, customers and others provide feedback on the leadership and management competencies of an individual.

With the variety of different perspectives applied, the 360 Degree Feedback delivers a differentiated evaluation of the competencies assessed. Open and honest feedback supported by a trustful anonymous feedback process is the fundamental prerequisite. The feedback of results from the 360 Degree Feedback gives the manager the opportunity to compare his or her own perception with the assessment of their leadership behavior by others. This does not only reveal individual strengths and areas for development but also the different expectations of different feedback providers such as superiors, colleagues, employees, and customers. This again triggers self-reflection and is the foundation for deriving personal development measures.

The 360 Degree Feedback method starts a development process within your organization that includes all relevant persons and directly supports an active feedback culture.

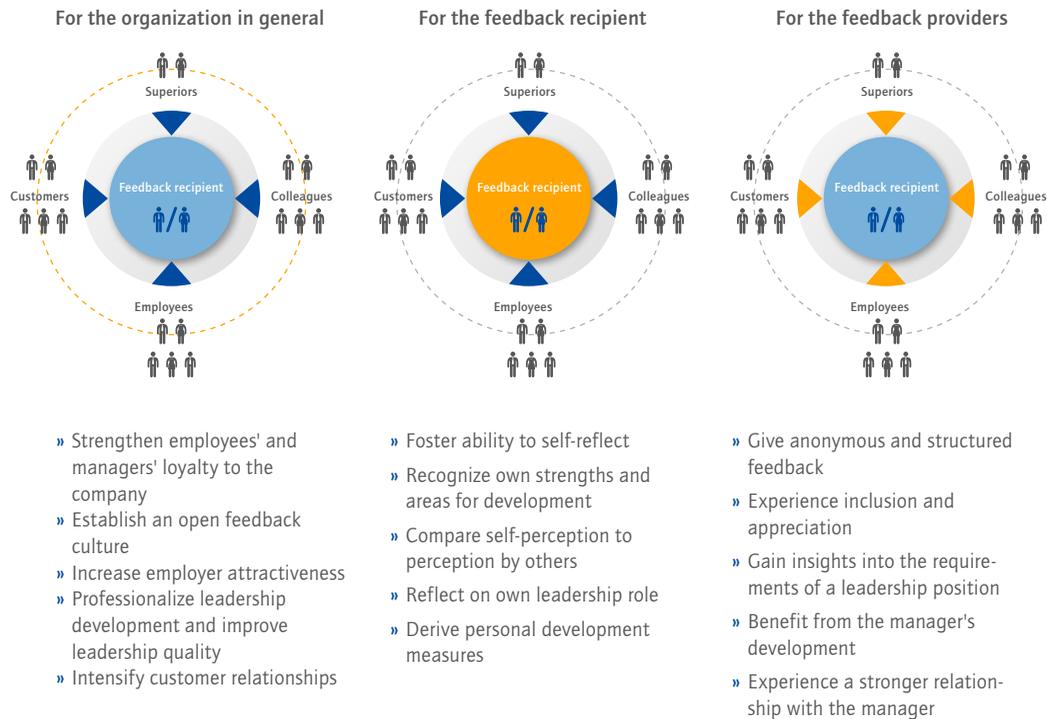


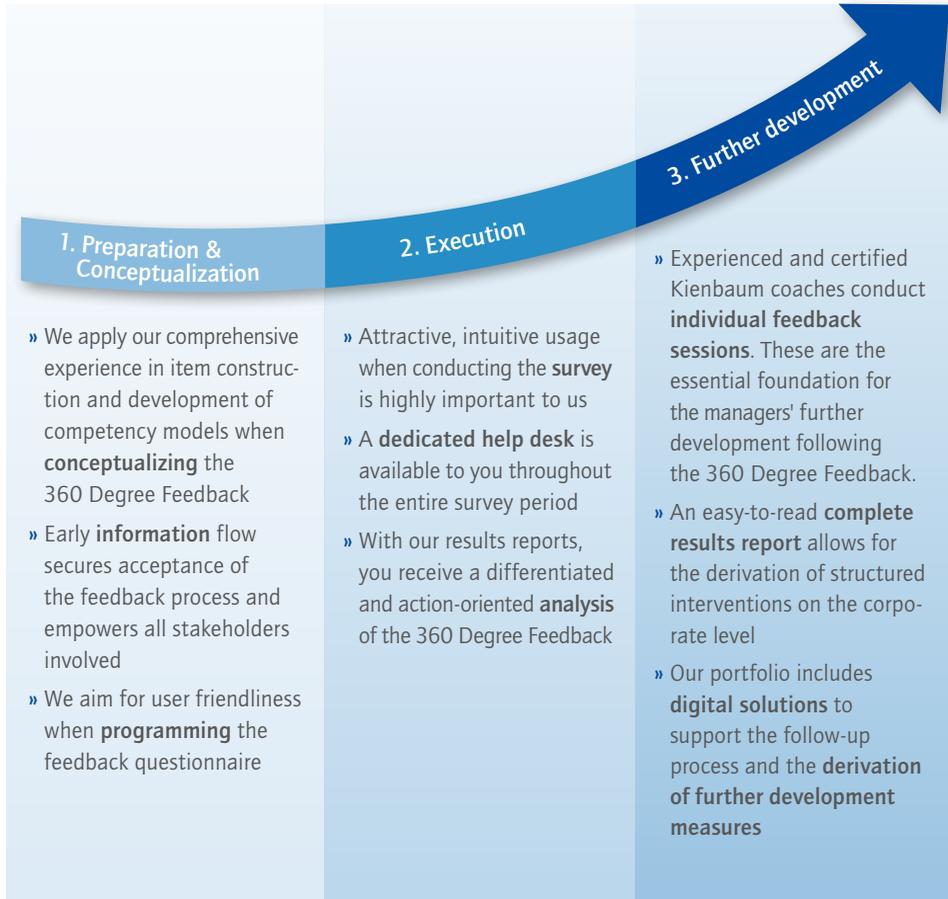
» The Advantages

Benefits of a 360 Degree Feedback

Organizations, feedback recipients, and feedback providers all benefit from a 360 Degree Feedback.

Illustration 2: Advantages of a 360 Degree Feedback





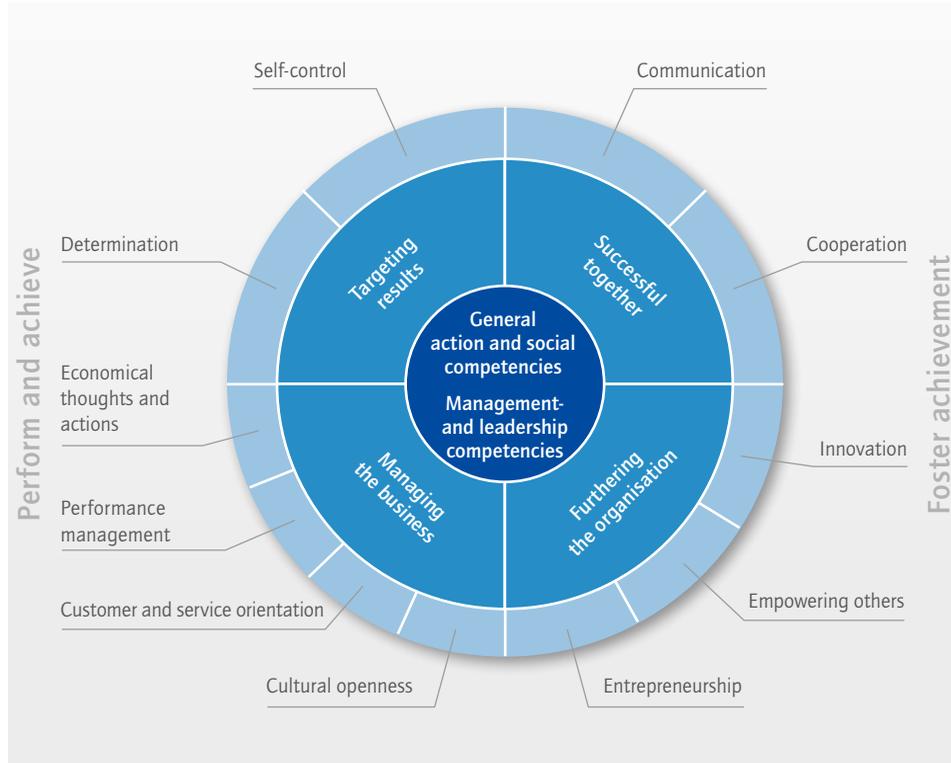
» The Feedback Process

The Kienbaum 360 Degree Feedback – an overview

The Kienbaum 360 Degree Feedback is characterized by professional support throughout the complete evaluation process, and in particular by our guaranteed long-standing and profound expertise in Human Resources which we apply at all times during the consulting project. Our focus is on the further development of the organization and the people who work in it.

This naturally includes the flawless technical execution of the process as well as support for the communication to manage the complete survey period, invitations and reminders, plus a help desk with reliable response time. Both a project manager and one of our survey specialists are available to you throughout the whole 360 Degree Feedback procedure.

We further support the communication process at the time when the 360 Degree Feedback is introduced to and anchored in your company. Early inclusion of the management and all persons involved, empowering the feedback recipient (manager) and feedback providers (superiors, colleagues, employees, customers) as well as transparent communication at every moment of the 360 Degree Feedback process secure understanding and promote acceptance of this tool on all levels. This increases the willingness to participate. We provide tried and tested communication materials and support you in communicating the upcoming feedback procedure in management meetings and leadership conferences.



» Our Approach

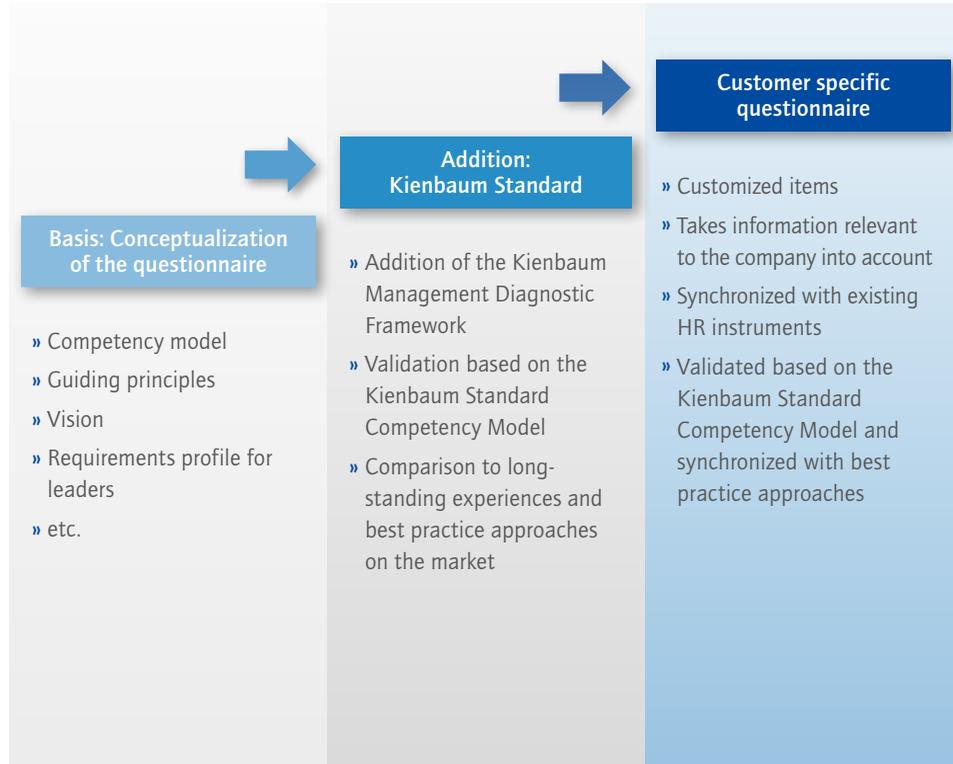
What factors determine excellence in leadership?

Our conceptual approach distinguishes between two essential implementation options for a 360 Degree Feedback: the standardized and efficient version of our Kienbaum 360 Degree Feedback, and the conceptualization of a customized company specific 360 Degree Feedback.

The following questions are the starting point for each of the two approaches: What factors determine excellence in leadership? With respect to what competencies do successful managers differ from less successful leaders? What exactly does a good leader need to handle the increasing demands and master the multitude of challenges?

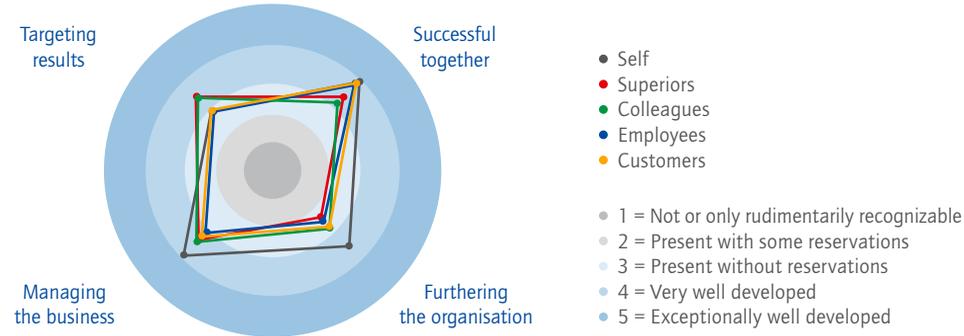
Our Kienbaum Competency Model, developed by the Kienbaum Institute for Management Diagnostics (KIMD), delivers answers to these questions. The model integrates the relevant leadership and management competencies from practical experiences and on the basis of theoretical principles. This is where our diagnostic excellence meets our long-standing experience in the business world.

This is the foundation for our Kienbaum 360 Degree Feedback. It offers a diagnostically valid execution of a 360 Degree Feedback that follows scientific criteria and is based on many years of practical experience.



If you prefer a survey that is aligned with your company's specific needs, we will gladly support you with the conceptualization of a customized 360 Degree Feedback. We will first conduct a requirements analysis to create a basis for a survey that takes all relevant information such as leadership guidelines, competency model, etc. into account. We validate the questionnaire and if needed complement it with the Kienbaum Standard Competency Model. We ensure close interlinking with existing HR instruments such as personnel development measures, evaluation processes, etc.

Radar chart: Results on the level of the four competence areas, summarized per feedback group



Results on the level of all competence dimensions compiled per feedback group

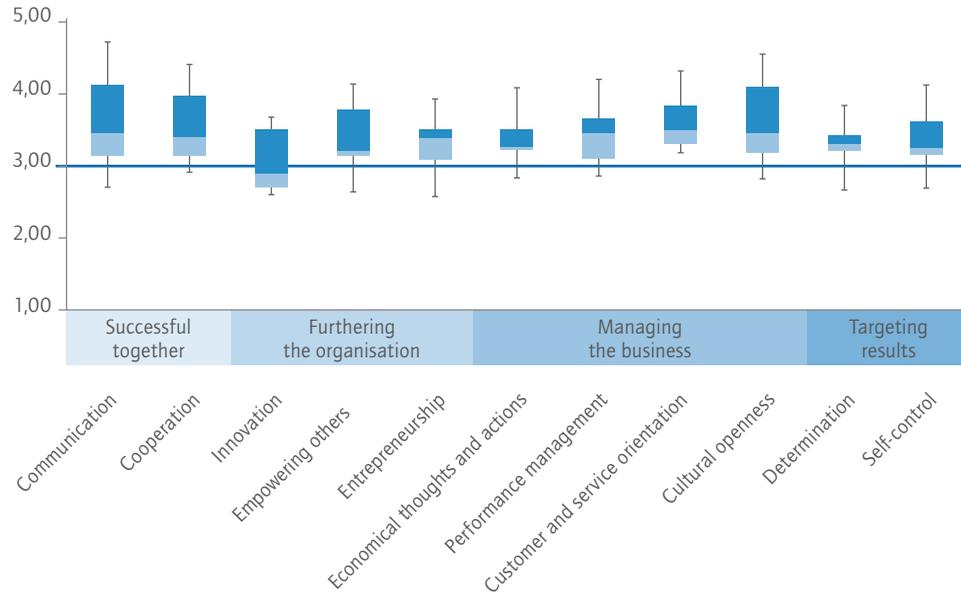
		1	2	3	4	5
Successful together	Communication					
	Cooperation					
Furthering the organisation	Innovation					
	Empowering others					
	Entrepreneurship					
Managing the business	Economical thoughts and actions					
	Performance management					
	Customer and service orientation					
	Cultural openness					
Targeting results	Determination					
	Self-control					

» The Results

Differentiated and user friendly evaluation logics

You have completed a 360 Degree Feedback. What do the results look like? An important factor from our point of view: The success of a 360 Degree Feedback is measured in terms of noticeable changes in the company that follow. We do not consider the results reports of the feedback procedure as the end result, but rather as an important starting point for the derivation of individual and corporate development measures. We follow these principles:

- » Target group oriented presentation – We adjust our reports to the linguistic and cultural context of your company.
- » Keep it simple – Our reports translate complex data into comprehensible messages and allow for a goal oriented discussion of the results.
- » Convey a comprehensive picture – Based on our experience in the area of user experience design, we create reports that convey all relevant information in a compact and concise manner.
- » Facilitate the follow-up process – Our reports deliver information on the strengths and areas for development of your leaders, and as such on individual priority fields of action as well as in aggregated form on overall corporate fields of action. The result of a 360 Degree Feedback thus is an important starting point for the derivation of structured intervention.



If several feedback recipients participate in the procedure, we generally recommend the compilation of an aggregated results report to display the collective strengths and areas for development of the leadership team that can serve as a recommendation for an overarching strategic personnel development concept. Another option is a benchmarking of collective strengths and areas for development against other corporate divisions. Especially the aggregated evaluation of the 360 Degree Feedback provides valuable information to the decision makers in an organization, and answers the following questions: How well are the competences of our leadership team aligned with our requirements? What levers do we have to address to have powerful leaders for the future who can successfully address both current and upcoming challenges?

These reports reveal needs for structured intervention and enable the implementation of targeted measures from a holistic entrepreneurial perspective.



» Deriving Measures

19

Use the results of the 360 Degree Feedback to develop your leadership team

The follow-up process of a 360 Degree Feedback is the core element and essential lever for changes within the company. The vital question is what your leaders and you as the company do with the results. Solely knowing the strengths and areas for development with respect to leadership and management competencies is not enough to make a difference. Your leadership team only becomes more successful if you systematically derive and consistently implement individual and collective interventions.

Personal evaluation meetings in which the results are discussed and analyzed together with an experienced Kienbaum coach are a mandatory element of the Kienbaum 360 Degree Feedback. This ensures sustained awareness and the derivation of concrete individual development measures. Discussing the aggregated results with project leaders and decision makers in your company on the other hand enables the derivation of collective measures. You will ensure the sustainable development of your leadership team as well as the improvement of leadership quality by implementing targeted and systematic personnel development measures.



» Why Kienbaum?

21

Kienbaum as your partner for your 360 Degree Feedback

We can optimally address your needs with our expertise in People and Organization and our integrated industry know-how.

- » More than 25 years experience with aptitude diagnostic projects
- » The Kienbaum Institute for Management Diagnostics (KIMD) and the Kienbaum Institute@ISM for Leadership & Transformation ensure productive innovation transfer between research and practice
- » Orientation along internationally valid standards such as DIN 33430 ("Requirements for proficiency assessment procedures and their implementation") and ISO 10667 ("Assessment service delivery – Procedures and methods to assess people in work and organizational settings")
- » We interlink the results of the 360 Degree Feedback with sustainable personnel development concepts
- » Experienced and certified Kienbaum coaches provide support for the reflection on the results
- » Available for small scale individual feedback procedures and all the way up to large scale international projects with several hundred feedback recipients with different languages
- » Kienbaum guarantees anonymity and confidentiality for the complete 360 Degree Feedback process
- » We meet the legal requirements regarding data processing in accordance with the Federal Data Protection Act (Kienbaum owned servers in Germany)



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