

Client Profile

- A world-leading manufacturer and marketer of major home appliances, with annual sales of more than \$19 billion
- The company employs more than 73,000 employees, and operates more than 72 manufacturing and technology research centers around the world

Challenge

The company sought to implement a 360-degree feedback program as part of its efforts to create a brand-focused company and inspire customer loyalty. It intended to use the program to support the company's efforts to raise the bar and ensure that employees perform according to newly established standards and criteria. The focus of this process was to be on communicating the nature and importance of qualities critical to success at the organization and provide participating individuals with feedback about their behavior in each performance area. Specific objectives of the process were to:

- Use 360° feedback as a tool to create a culture that is development-focused and brand-focused
- Accelerate overall leadership development by assessing and providing feedback to leaders against the company's leadership model and core competencies
- Implement a custom-fit system at the highest levels of the corporation within a highly accelerated timeframe
- Facilitate post-assessment developmental planning
- Integrate 360 results into performance goals and objectives

Solution

The company selected APTMetrics' Web-based, multi-source feedback system, 360Metrics®, to help accomplish its objectives. We worked with the organization to determine how the process could be customized and implemented. APTMetrics provided guidance on process and policy issues to help the company make informed decisions about the system. Several key activities were undertaken to ensure project success:

- Development of a short, focused survey customized

- to their organizational leadership model
- Creation of a customized feedback report to meet the company's specific requests for data presentation
- Coordination between APTMetrics and the client's IT departments to ensure a smooth implementation and global accessibility via the Web
- Integration between 360Metrics and the client's intranet in key areas of the system, including links to developmental resources
- An internal pilot test for key stakeholders and global HR staff as a training tool
- Data analysis to identify key statistics such as response rates, rater group differences and regional differences
- Program evaluation survey to collect feedback about the process, the conversion of feedback to action, and the extent of behavior change

360Metrics was implemented in a top-down approach, starting with 120 members of executive management, including the CEO and COO. This group was followed by approximately 500 director-level employees, and was then expanded to 2,500 managerial-level employees. Involvement in the process spanned across all departments, regions and functions within the company. The majority of participants and raters utilized APTMetrics' Web-based system, but paper-based users were also accommodated, thus resulting in a mixed-media approach.

Results/Impact

The 360 process impacted the organization in many significant ways. The top-down approach for participation ensured buy-in to the process and reinforced the importance of the company's leadership model and brand-focused culture. Specific results included:

- 360Metrics participants received feedback about their performance and work behaviors, and used the information to develop action plans for the next year
- The high-profile implementation of 360Metrics reinforced the importance of the company's newly established standards and criteria
- Due to the widely communicated importance of the project, participation was high (overall response rate was 90%)
- Based on analysis of the 360 rating data, top strengths and developmental needs were identified for the company's senior leadership, both as a group and by region