

Organizational impact and transformation derived from 360-degree feedback reports

10 real-life examples



Contents

01	Preface	4
02	An overview of 360-feedback reports and their potential impact on organizational development	5-6
03	Part 01	7-24

Leveraging strengths, weaknesses and opinions

How industry giants are leading growth and transformation by identifying the highest-rated competencies and areas of development in their workforce

- The success story of Philips
- How Netflix does it
- Three-sixty-degree review at Google
- How Tesco leveraged 360- feedback reports to realize its vision of worldwide expansion
- Three-sixty-degree performance management at Accenture

Part 02	25-44
----------------------	-------

Resolving blind spots and harnessing hidden strengths

How unexpected feedback results have become the secret sauce for holistic growth at the most successful organizations

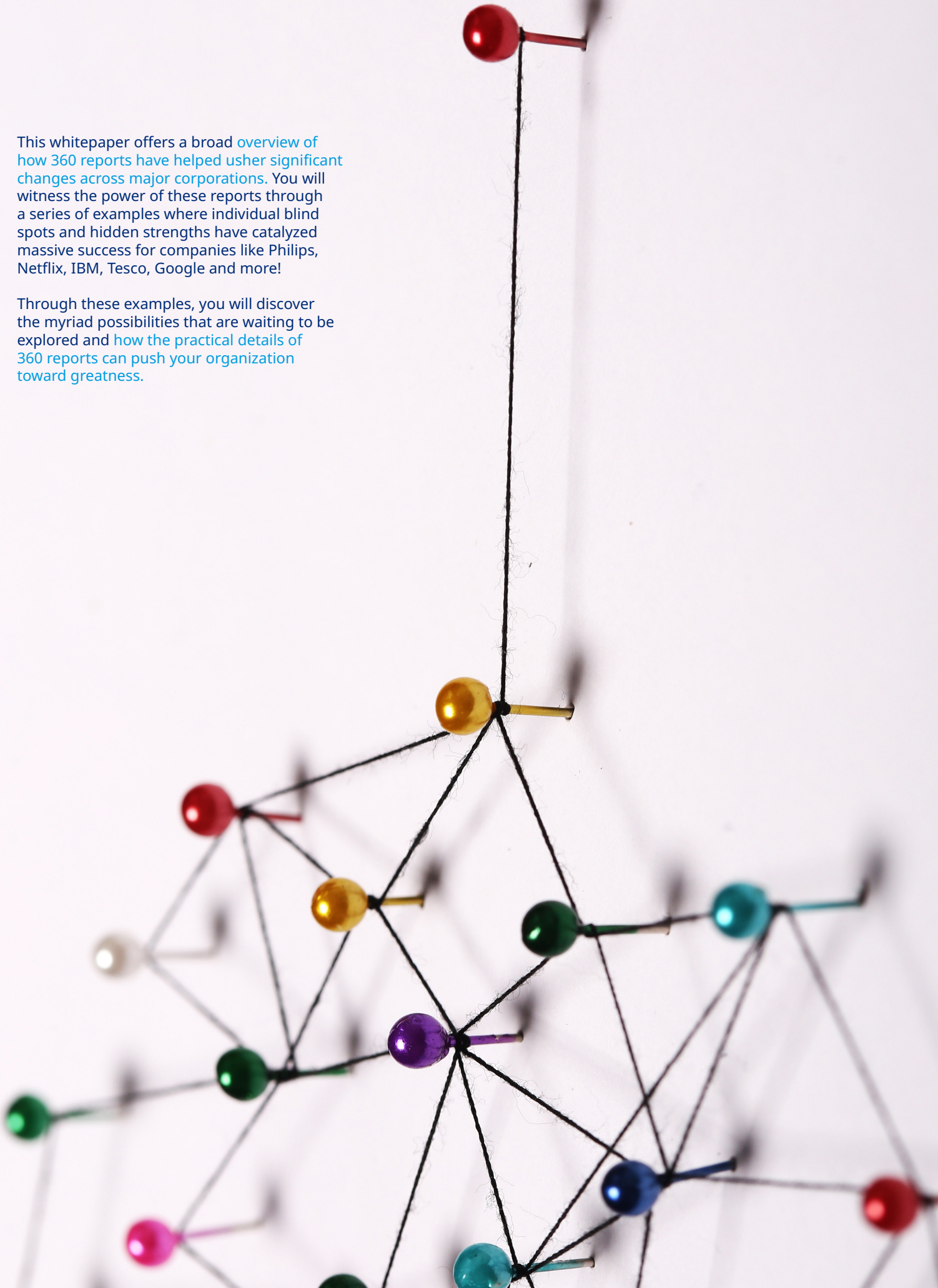
- How Sembcorp Industries made game-changing improvements by identifying a senior VP's blind spots and hidden strengths
- How IBM saved nearly US\$300 million by leveraging 360-feedback reports
- The success story of Penguin Random House
- Three-sixty degree feedback at Marks & Spencer
- How Sainsbury's 360-degree program helped instill the right cultural values in the workforce

04	Top takeaways	45
05	Conclusion	46
06	How Mercer Mettl can help	47
07	About us	48

Preface

This whitepaper offers a broad overview of how 360 reports have helped usher significant changes across major corporations. You will witness the power of these reports through a series of examples where individual blind spots and hidden strengths have catalyzed massive success for companies like Philips, Netflix, IBM, Tesco, Google and more!

Through these examples, you will discover the myriad possibilities that are waiting to be explored and how the practical details of 360 reports can push your organization toward greatness.



An overview of 360- feedback reports and their potential



A 360-degree evaluation is essential to development, as most people are unaware of others' observations or feelings toward them. Understanding varied perceptions about oneself significantly contribute toward:



Growth: by boosting motivation to work better



Addressing problem areas across multiple fronts



Awareness of expectations and consequences of one's actions



Empowering the ability to make appropriate behavioral changes to enhance interaction and relationships with others

Eventually, improved self-understanding can also help enhance communication and transparency among team members, enabling the team to perform better.

Using 360 feedback reports to catalyze change

Analyzing 360 reports allows consultants and HR practitioners to create a [personal development plan](#) and, if needed, [additional team coaching and streamlined training](#). These reports are best utilized when competencies are evaluated singularly to reveal [potential development areas](#) rather than giving an overall score to a person.



Nick Pandya

The Benefits of An All-Round Approach, [The Guardian](#)

The key to making the scheme work is the spirit in which it is implemented, according to a manual published by the IPD called [360 Degree Feedback](#) by Peter Ward. It's important that the whole process is affirmative and that any staff weaknesses are addressed with an uplifting career development plan, he says.

One can harness these reports by acting on their key findings. A more granular assessment of [individual blind spots, weaknesses, visible strengths and hidden strengths](#) is, therefore, necessary to formulate sustainable people strategies that fuel organizational success.

The following examples will demonstrate how:

Part 01:

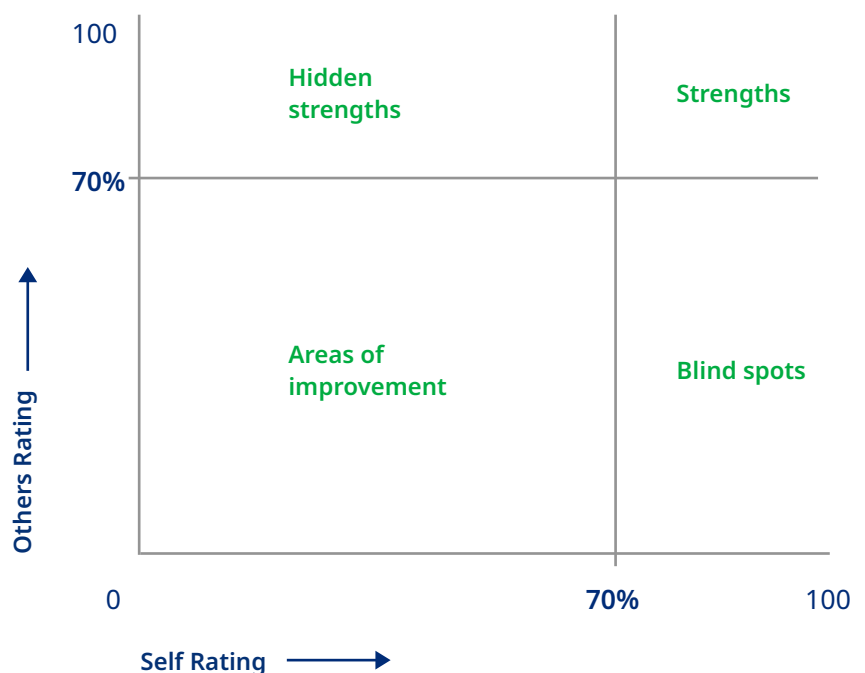
Leveraging strengths, weaknesses and opinions


How industry giants are leading growth and transformation by identifying the highest-rated competencies and areas of development in their workforce

Strengths, weaknesses (or areas of improvement) and opinions in the form of either open-ended or definite feedback are among the most recognized findings in a typical 360 report.

According to Mercer | Mettl's calculation methodology:

- A competency is marked as a strength if self-rating and the average rating of all other raters is greater than or equal to 60% of the maximum rating for an individual.
- A competency is marked as an area of improvement if self-rating and the average rating of all other raters is less than 60% of the maximum rating.





Data from 360 feedback and follow-up feedback shows that focusing on employee strengths and areas of development to formulate individual growth plans can cause 7-23% higher employee engagement in an organization. It also helps identify high-performers and high-potentials within the workforce. This is important because a study on workplace engagement in the United States found that disengaged workers cost employers about US\$450-550 billion annually!

(Source: Gallup)

PHILIPS

The success story of Philips

Philips uses a 360-degree assessment center for its employees to share holistic feedback on 120+ competencies essential for various roles.

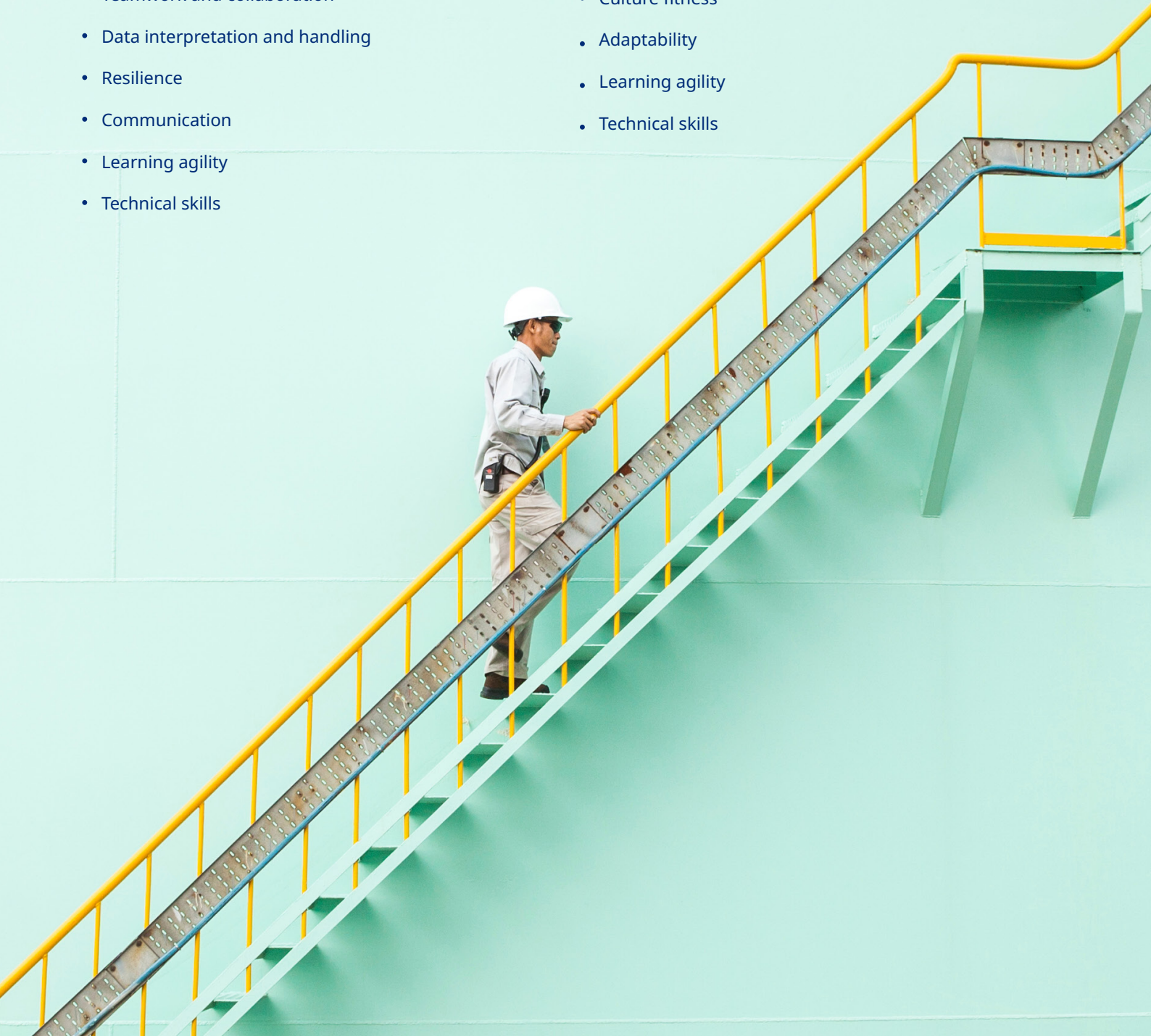
Focus competencies

For managers and individual contributors:

- Planning and organization
- Decision-making
- Teamwork and collaboration
- Data interpretation and handling
- Resilience
- Communication
- Learning agility
- Technical skills

For senior leaders:

- The ability to direct and motivate others
- Behavioral and managerial quality
- Culture fitness
- Adaptability
- Learning agility
- Technical skills



Objectives

360-degree feedback was initiated in the organization to:

- Identify learning gaps
- Improve employee development globally, in line with new leadership behaviors and competency frameworks introduced at the company
- Create a learning culture that would enable **74,000+ employees** to update their skills and knowledge

Philips mandated intervention in the areas mentioned above as it reinvented itself from an electronics giant to a specialist in medical imaging and health informatics. The company felt that investing in learning technology for its employees would help it evolve faster.

What did it change?

The findings from the feedback report highlighted three **major areas of improvement**:

- **Tech skills**
- **Tech-readiness**
- **The willingness to upgrade**

[Connect with an expert](#)



Impact



Future-ready L&D fueled by behavioral changes

The actionable 360-feedback reports initiated behavioral changes at the organization that led to [better leadership](#) and [global developmental plans](#) that were tailored to individual employees.

- Streamlined training enabled a more open and tech-ready workforce
- The adoption of [AI and cloud-based learning](#) became smoother
- Leaders leveraged online learning tech to turn into mentors



Strategic workforce planning

The actionable 360-feedback reports initiated behavioral changes at the organization that led to [better leadership](#) and [global developmental plans](#) that were tailored to individual employees.

Harnessing the potential of its existing workforce and investing in its development has led to tremendous cost savings and reduced attrition. Also, encouraging leaders to act as mentors has taken away the necessity to spend on external executive coaches.

NETFLIX

How Netflix does it

At Netflix, employees receive open 360-degree feedback annually. The purpose of this approach is to provide employees with ongoing opportunities for improvement rather than a single, isolated annual review.



Focus competencies

- Technical skills
- Presentation skills
- Teamwork and collaboration
- Client interaction

The process is freeform; people can write whatever they want as open-ended feedback, besides identifying the feedback recipients' strengths and areas of improvement. Netflix suggests using the "start, stop, continue" template to help organize the feedback givers' thoughts. The template is a common management tool that focuses on things a person should start doing, stop doing and continue doing.

The result is a **set of powerful and relevant actionable suggestions** that can become a major part of introspection and individual development plans.

Objectives

Netflix ditched formal performance reviews in favor of an informal 360-review system to create a corporate culture centered on regular and honest communication. It wanted a simpler way to give feedback and do away with biases at every level.

The ongoing process helps:

- Keep people on track
- Identify problems
- Let everyone know what needs to change
- Give 'voice' to every member of the company at every level

The firm realized that traditional annual reviews are a waste of time because they are irrelevant and meaningless. Earlier, goals were not reviewed for an entire year, and assessment parameters used to lose meaning as things changed.

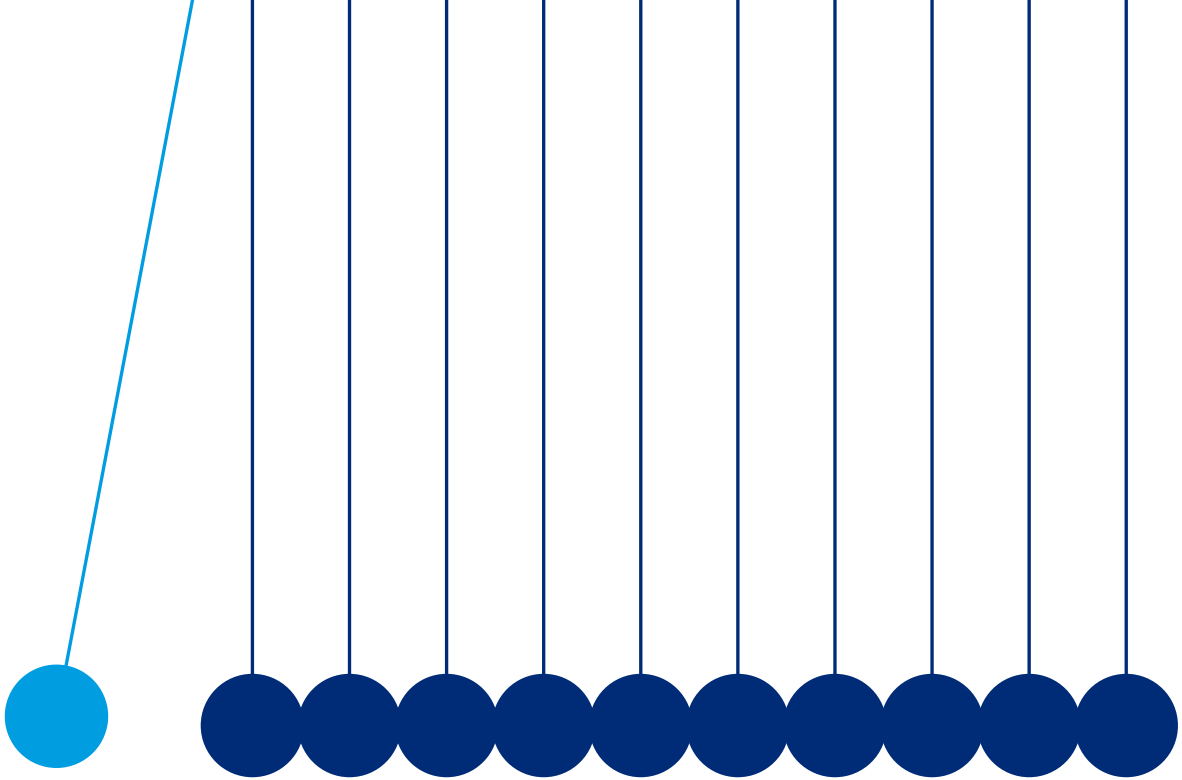
What did it change?

Incorporating regular and frequent 360-degree reviews has made feedback more relevant.

It emphasizes:

- Freedom and responsibility amongst employees
- Decisions based on core values
- Constructive criticism with honest opinions
- Transparency

The company is also able to train its recruits to grow into better versions of themselves.



Impact

Regular and open multi-source feedback has led to:

- A constant discussion on the strengths and weaknesses of every member of the organization
- A tenfold increase in transparency levels with enormous room for personal growth, without worrying about an effect on remuneration.
- Employees accept positive criticism that improves their work
- Implementation of a high-performance culture
- Retention of top talent

[Connect with an expert](#)



Three-sixty-degree review at Google

At Google, 360 reviews are indispensable to the performance management process, which begins with measuring the OKRs (Objectives and key results), followed by self-assessment and 360-degree feedback.

Focus competencies

- Googlyness: The level of adherence to Google's values
- Problem-solving and analytical skills
- Execution: The ability to deliver great work without the need for excessive hand-holding
- Thought leadership
- Leadership/emerging leadership skills: Taking the lead in projects, being pro-active and owning results
- Presence: The ability to make one's voice heard in an increasingly large organization



Objectives

Traditional performance reviews are often time-consuming and ineffective.

Therefore, Google adopted a system that would help:

- Managers gain a holistic picture of their direct reports
- Eliminate the possibilities of biased performance reviews
- Identify every employee's strengths (things that the person should keep doing) and weaknesses (things that the person should consider working on /developing)
- Outline a series of quantifiable results to achieve individual goals
- Evaluate individuals' contributions to specific projects
- Separate performance reviews from remuneration discussions

What did it change?

By relying on "people analytics," a mix of qualitative and quantitative data, the company has been able to improve its:


- Performance management processes
- Employee performance, productivity and creativity
- Overall employee experience
- Talent retention by adding value to the employees' personal and professional growth



89% of employees rate flexible working as a higher motivating factor for productivity than financial incentives (77%). Flexible working can also reduce absenteeism and staff turnover while increasing responsiveness to market changes.

Source: CIPD

Ultimately, Google wanted to motivate its workforce to perform not because of pay prospects but to get better at their jobs.



All it takes is a belief that people are fundamentally good—and enough courage to treat your people like owners instead of machines.

Laszlo Bock

Former senior VP- People Operations, Google



Impact

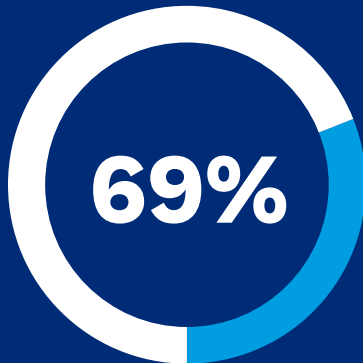
Putting people first by celebrating their strengths and resolving their weaknesses = high-performing teams

The feedback process has fueled a **people-first approach**, leading to a major cultural transformation. It is one of the major factors that enable Google to continue attracting the best minds from global talent pools. Google's unique work environment has consistently helped it rank high on 'Fortune's Best Companies to Work For' list.



Psychological safety = minimized attrition

The company has realized that a common trait among successful teams is **psychological safety**, which is formed through trust and transparency established by unbiased 360 performance reviews.



Better rewards and recognition encourage 69% of employees to stay at the company. Engaged and motivated employees act as unofficial brand ambassadors outside of work.

Source: Achievers



How Tesco leveraged 360 feedback reports to realize its vision of worldwide expansion



Tesco had to modify its business priorities to keep up with the changing retail landscape. However, it needed to strengthen the workforce and the work environment to realize its objectives. Hence, the company adopted 360-degree feedback as a first step toward upgrading its talent management approach.

Focus competencies

- Empathy
- Collaboration
- Resilience
- Responsiveness
- Innovation



Objectives

- **Fostering a warmer culture** where colleagues feel heard and inspired by their managers.
- Helping managers better understand their **strengths and development needs within the new leadership skills framework**.
- **Gaining holistic insights** about employees' strengths, development areas and perception gaps in behaviors and performance.
- Initiating constructive and honest **career conversations** to develop colleagues at all levels.

What did it change?

Analyzing the 360-feedback reports offered a detailed overview of professionals' strengths and weaknesses, allowing the company to take measures that would enable:

- Concise and actionable **personal development plans**
- **Standardization of talent processes** within the organization
- **Embedding new leadership skills** in high-potential employees to drive the new business expansion strategy
- Highly effective **communication campaigns to build cross-business awareness**
- Launching of platforms for colleagues to connect with the **leadership and volunteering opportunities**
- A constant effort to align the leadership through regular updates, conversations and engagement to help drive participation.

The company started making continuous **efforts to communicate achievements, success stories, milestones and media mention** with colleagues to ensure they stay connected to Tesco, leading to sustainable **behavioral change**.

Impact

Employees' self-worth shot up significantly as the company invested in focused employee training, growth and well-being, leading to three key developments:



The well-motivated workforce ensured high-profit returns

Tesco could recruit and retain high-quality graduates from leading universities and experienced professionals who could be groomed to fit the company's new vision.



Rise of Tesco as UK's top-performing supermarket group

With great minds devotedly working toward the company's goals, Tesco could enjoy worldwide expansion and long-term growth.



Thriving in a range of new markets

As Tesco's leadership population blossomed, it could develop strategies to account for local customs and variations. The well-established and intuitive moves at the right time enabled the company to strengthen its core UK business while expanding successfully into a range of new markets.

[Connect with an expert](#)



Three-sixty-degree performance management at Accenture

Accenture has designed a new 360-degree performance management model to represent the ongoing performance discussions between employees and managers in a better way. As part of 360 reviews, employees receive multiple strength assessment tests to know themselves and embrace the path of high performance.



Focus competencies

- The ability to engage the team
- Taking action to grow
- Communication skills
- Functional skills
- Culture-fitment
- Teamwork and collaboration
- Learning agility
- Tech-readiness
- Adaptability
- Innovation
- Emotional intelligence
- Relationship building
- Problem-solving abilities

Objectives

Accenture recognized that new technologies, such as AI, VR and robotics, are constantly creating business opportunities and challenges.

The company predicted:

Digital is poised to radically disrupt HR, and redefine the future of the human resource function.

Hence, it was essential to shift the focus to 'digital.' Thus, the first step was to reinvent its approach to learning by identifying the workforce's training needs. Three-sixty-degree feedback proved to be ideal for holistically analyzing employees' strengths, weaknesses, potential, etc.

The key objectives of a 360-degree intervention included:

- Helping employees know their passion and connect them with business priorities
- Encouraging leaders to better engage with their teams and understand individuals' fields of interest vis-à-vis their potential.
- Digitizing internal corporate processes by elevating people and tech capabilities via data-backed training interventions.



People want to know on an ongoing basis, am I doing right? Am I moving in the right direction? Do you think I'm progressing? Nobody's going to wait for an annual cycle to get that feedback. Now it's all about instant performance management.

Pierre Nanterme

Former CEO, Accenture



What did it change?

The 360-degree approach:

- Fit well with employees' demand for more regular check-ins on performance to aid their development and progression.
- Enabled the company to gain clarity about every employee's performance in a given year, allowing managers to tailor-make development plans for each employee to get the best out of them.

Such L&D plans:

- Enabled individuals to unleash ideas, drive innovation and develop highly specialized skills needed to serve clients and communities in the digital era.
- Made the performance management system more flexible with quantifying human performance as the new frontier.
- Reduced frustration and encouraged employees to develop their leadership skills.

Impact

The company witnessed a drop in the number and frequency of voluntary days of leave by moving away from traditional performance management practices, leading to a significant **rise in productivity per employee**. **Also:**

- **Improved employee experience** led to **ongoing innovation** and best practices to support the business.
- **Quicker tech adoption** enabled by focused L&D enabled envisioning and executing industry-specific strategies that supported enterprise-wide transformation.
- Changing thought processes enhanced business planning in tune with geographical and political considerations. Resultantly, the company succeeded in **sustainable cross-border expansions**.

[Connect with an expert](#)

Part 02:

Resolving blind spots and harnessing hidden strengths

How unexpected feedback results have become the secret sauce for holistic growth at the most successful organizations

Blind spots refer to competencies that individuals perceive to be their strengths, but other feedback-givers don't. In other words, these are the areas that tend to be overlooked if not pointed out by co-workers. On the contrary, hidden strengths are the competencies about which individuals are unaware until highlighted by 360 feedback reports.

According to Mercer | Mettl's calculation methodology:

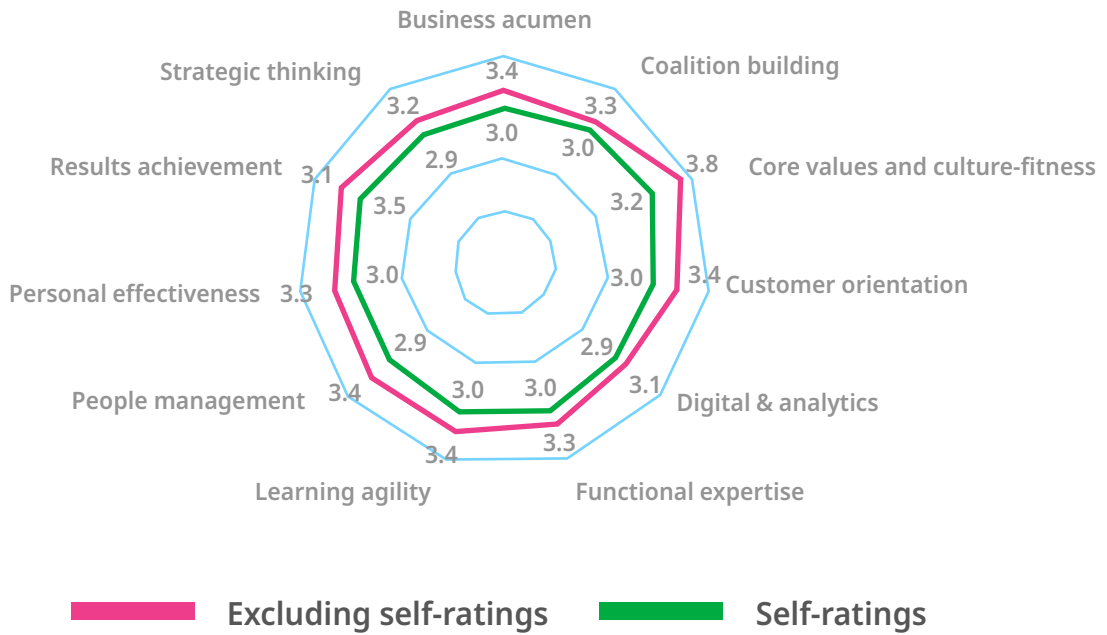
-
- A competency is marked as a **hidden strength** if self-rating is **less than 60%** of the maximum rating and **the average rating of all other raters is greater than or equal to 60%** of the maximum rating.
 - A competency is marked as a **blind spot** if self-rating is **greater than or equal to 60%** of the maximum rating and **the average rating of all other raters is less than 60%** of the maximum rating.
-

Data from Mercer | Mettl's 360 report analyses repeatedly show that feedback seekers usually tend to rate themselves higher than average. It indicates that most people have an inflated view of their behavior and performance- precisely why gathering feedback from multiple sources is critical. The idea is to have a reality check that enables constant improvement across multiple avenues.

A comparison of group mean scores (self-ratings vs. excluding self-ratings) from Mercer | Mettl's sample surveys

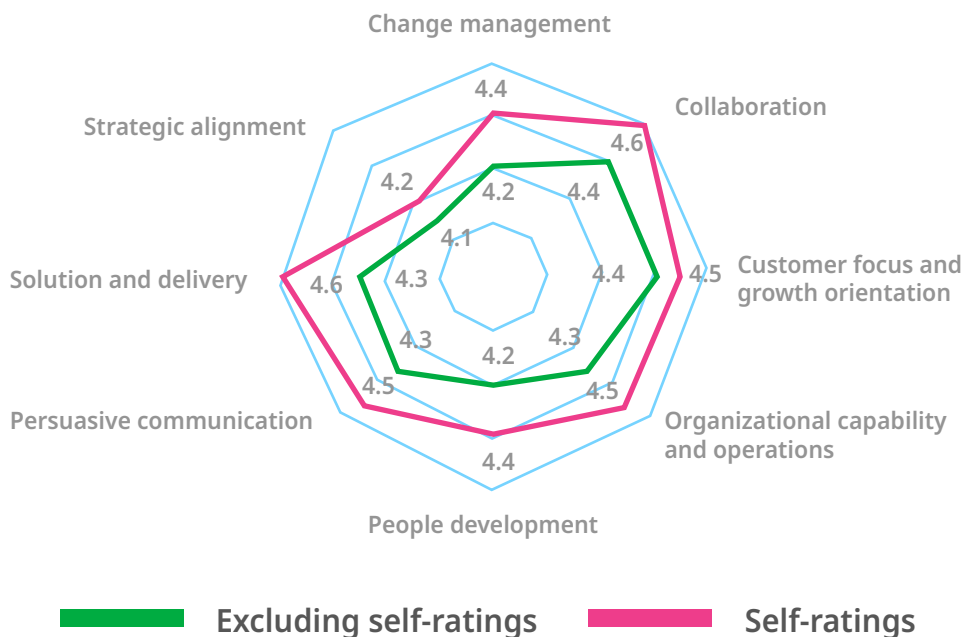
Findings from survey 1

Comparison of group mean scores

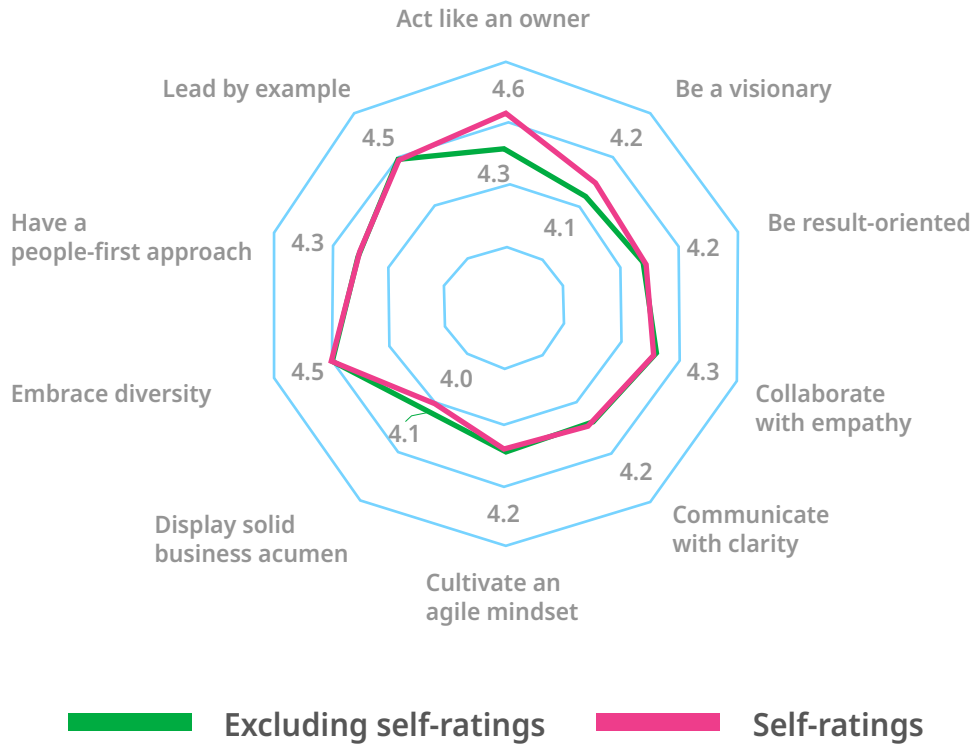


Findings from survey 2

Comparison of group mean scores



Findings from survey 3



The examples elaborated in this section will bring more clarity on the benefits of identifying blind spots and hidden strengths and working on them.

[Connect with an expert](#)



How Sembcorp Industries made game-changing improvements by identifying a senior VP's blind spots and hidden strengths



Sembcorp Industries, the leading energy and urban development company, enriched its senior professionals' development journey using 360-degree feedback.

After receiving and compiling the results, participants received a comprehensive written analysis of their survey scores and comments.

Key competencies assessed for a senior VP

The feedback report revealed blind spots in areas such as:

- Customer communications
- Listening skills
- Decision-making ability
- The ability to keep the workforce engaged and motivated

The report also highlighted the VP's hidden strengths like:

- Logical reasoning
- Analytical reasoning
- Precision at work
- Detail-orientation
- Intolerance of error



Objectives

The process was a stepping-stone for better leadership development at Sembcorp. The reports were meant to help the senior professionals:

- Visualize where they needed to take stock of their personality and their impact, especially where it might affect current business issues.
- Define behavioral modifications and make a conscious effort to be better when interacting.

What did it change?



Individual behavioral changes

A senior VP's initial reaction to the results was, "In some areas I found it rather surprising, and felt that it can't be. I thought I had done enough in certain areas." He realized that people had varied perceptions of him. He agreed with some, but also disagreed with others. But more importantly, **he made the following efforts:**

- Smiling a lot more when talking
- Listening more attentively
- Being more patient and respectful during disagreements
- Adapting to behavioral styles that were compatible with MNC as well as non-MNC clients mentors



Specialized training programs for managers

The company launched two new specialized training programs for managers.

They were:

- An intensive two-day behavioral analysis and communication workshop for all heads of departments to aid them in managing others and forming productive working relationships.
- A yearlong skills-based program for new managers to prepare them for the complex transition to managerial positions.



Streamlined succession planning

The adoption of 360-degree feedback for senior management, involving superiors, subordinates, peers and other partners, such as customers, contributed to more holistic assessments, **helping:**

- Build on the competencies of the leadership team
- Strengthening senior management's appraisal process
- Boost efficiency in planning the future leadership pipeline through continuous identification and grooming of young talent.



Employee engagement initiatives

Sembcorp realized that engaged employees were more committed to the organization's productivity, quality and growth.

- It started developing a working environment where people behaved ethically and accountable.
- The company also introduced an accessible and confidential feedback portal available to all corporate staff.

[Connect with an expert](#)

Impact

With a robust 360-degree feedback process, the ability to be aware and acknowledge the changes required, and motivation to become a more effective leader, the senior executives showed significant improvements in every Leadership Competency measured in the second 360-feedback survey ten months later.

The 360-degree feedback helped senior professionals better understand the impact they made as leaders.

- Stronger professional relationships
 - A practice of regular feedback and training interventions
 - Introduction of organizational culture survey
 - Higher productivity and employee commitment
 - The groundwork for scholarships and sponsoring programs to identify and nurture young talent outside of the workspace
-

Taking cues from published data on employee engagement has led to greater instances of company-organized activities that promote intermingling outside the pressures of work. Such initiatives have enhanced employee happiness, which can result in up to:

12% more productivity

37% rise in sales

20% greater performance





How IBM saved nearly US\$300million by leveraging 360-feedback reports



IBM uses an app called “Appreciation, Coaching, Evaluation” or ACE for 360 feedback among managers, direct reports and peers.

Focus dimensions for IBM’s general 360-degree feedback

- Business results
- Impact on client success
- Innovation
- Personal responsibility to others
- Role-specific skills

Why 360-degree feedback:

The transition to multi-rater feedback at IBM was largely facilitated by popular demand. Besides, the company was in dire need of acquiring new workforce skills to accomplish its portfolio shift.

Initial surveys loosely inspired by 360s led to the following revelations:

- HR found a common theme on IBM’s internal social network as **over 2000 comments** hinted at the craving for more frequent and holistic professional feedback.
- Employees expressed growing distrust in the outdated PMS that presented a major obstacle in achieving changing talent priorities.
- There was a major disengagement between people and business transformation.
- **380,000 employees in 170 countries** wanted to drop stack ranking, voted on work priorities and called for the provision to change their goals as and when needed.

The findings pointed at the need for reinventing talent management at IBM and 360-degree feedback became the norm.

What did it change?

Three-sixty degree feedback has encouraged group analysis of IBM’s hidden strengths, visible strengths, weaknesses, and blind spots. As a result, the focus has shifted from assessment to feedback, and employee communication is now at the forefront.

The new feedback approach holds greater validity and constantly improves the sense of trust within the company. **It has led to:**

- Short-term, flexible goals replacing annual targets
- Multiple performance ratings instead of single or limited-element assessment criteria
- **Confidence in the workforce to voice its opinion** in every direction as well as about the company processes and policies.
- A transition from annual documentation of results to **regular updating of achievements.**

Furthermore, the identification of hidden strengths and blind spots at IBM helps:

- **Connect employees whose jobs were eliminated or who want to change careers with better-suited opportunities within the company.**
- **Identify behavioral patterns and bring in the right people or make training interventions based on those patterns.**

Impact

Transforming the feedback approach has resulted in a fair and unbiased work environment and appraisal process at IBM. Work relationships are healthier, and the overall company culture is more powerful than ever before.

All of it culminates into:

Better planning and futuristic people decisions

A 20% boost in employee engagement score made possible due to:

- Key and crisp action plans at regular intervals
- Holding managers accountable through pulse and mini-pulse surveys
- Real-time training and development and personalized learning recommendations based on data received from 360-feedback reports and follow-up reports.
- Focus on career crafting, mentorship and reskilling

Employees are now beginning to ask themselves,

“What kind of job should I do next? What are my skills gaps if I want to pursue that job, and then what learning would I take to close that gap?”

And IBM helps them get the answers and supports them to take the next steps without having to consider switching companies. As a result, the company has discovered that improvement in employee retention is so great that it helped the company save nearly US\$300million in 2019 and a whopping US\$1billion in 2020! The company calls it its “Proactive Retention Program.



Did you know?

Recognizing employees in meaningful ways can positively influence engagement for nearly 90% of the workforce.

- SHRM/Globeforce Survey

Penguin
Random
House

Success story of Penguin Random House

Penguin and Random House came together in 2013 to form the world's largest publisher, employing over 10,000 people worldwide. The merging of two publishers in the backdrop of a rapidly evolving consumer marketplace and publishing industry mandated adopting a sound people strategy. Hence, 360-degree feedback became a developmental tool.



Objectives

The company wanted to initiate a culture shift by embedding new values in tune with the new organizational identity.

Hence, 360 feedback helped:

- Identify and address blind spots to improve the workforce's readiness to accept the new values smoothly.
- Gain insights into behaviors that would make a real difference to the organization and its stakeholders.
- Recognize employees with hidden potential to drive the cultural shift

What did it change?

The practice of multi-source feedback sharing has created an eagerness among employees to share feedback. In other words, there is a drastic shift toward a more open culture.

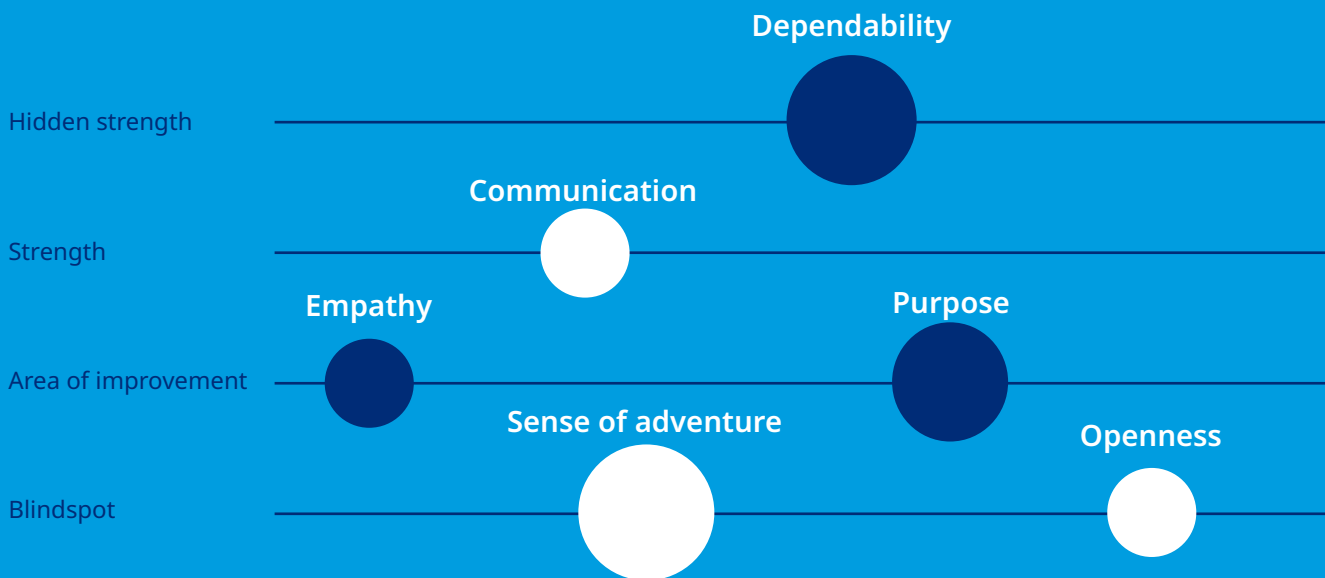
360 has helped:

- Foster greater trust and openness among people
- Increased levels of empathy within the workforce
- Reduced hesitation when asking for help and offering it
- Enhanced focus on learning, education and employee growth
- Senior leaders set a wonderful example of gracefully accepting honest feedback and recognizing their blind spots
- Initiate individual developmental journeys to support and enrich the new organizational culture and business goals



Analytics

Focus group: Individual contributors and team managers



Impact

Insights from 360-feedback reports have helped the publishing house:

- Build an organizational view of its values
- Observe where strengths and opportunities lie
- Identify emerging cultural trends and draw comparisons to refine people processes
- Use aggregate-level data from the leadership groups to create team profiles

As a result, the company has emerged as a highly inclusive, relaxed, future-forward and employee-friendly workplace. It has also grown into a great place for learning new skills, attracting top talent that helps maintain Penguin Random House's brand value, excellence and business growth.

M&S

360-degree feedback at Marks & Spencer



Close observations to build effective internal relationships is a norm at Marks & Spencer, which has made them notice that people tend to behave differently with managers than they do with peers. Thus, there was a huge opportunity for improvement.

However, it was essential to make people realize this objectively instead of asking them to rely on the said observations. In other words, it was a blind spot for most individuals that needed to be confirmed with a powerful approach like the one offered by 360-degree feedback.



The system we have now includes all the right triggers, prompts, checks and balances. We've been impressed with the way the technology supports our processes rather than making life unnecessarily complicated.

Mike Vinsen

Learning and Development
Manager, M&S



Objectives

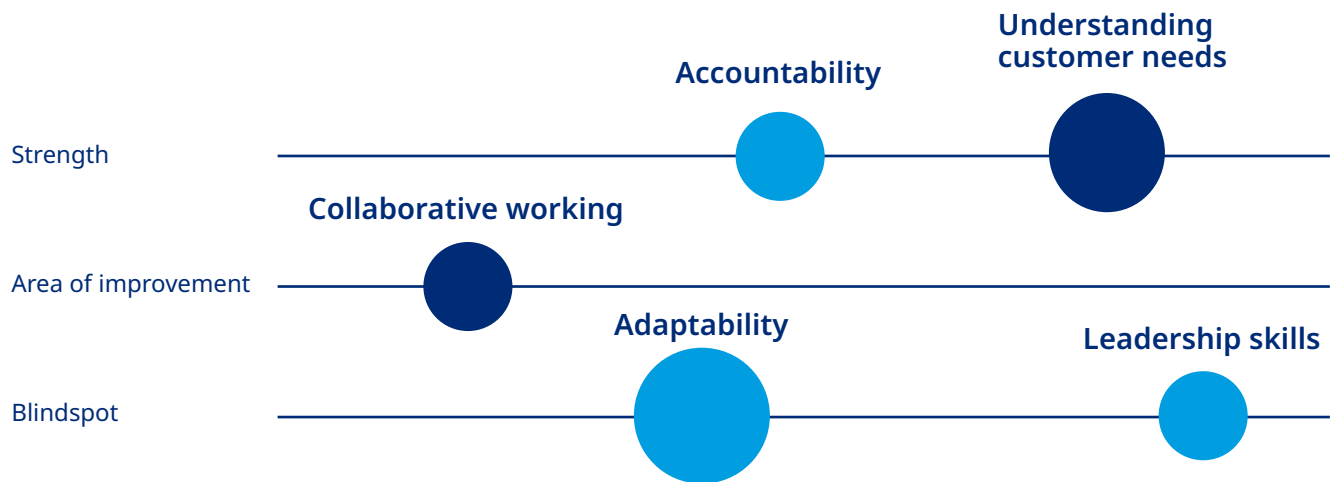
- A cohesive talent management framework to improve employee engagement
- Developing the capability of senior leaders to adapt and grow according to changing customer needs and an unpredictable business environment
- Creating fresh impetus and galvanizing leaders to drive the business, in line with core values
- A challenging and innovative leadership development program

The new project- a self-managed, intuitive 360-degree feedback system, aimed at helping staff to understand:

- How people around them at work viewed their behavior
- How they behaved differently with different groups of people
- The importance of honest conversations throughout the business

Analytics

Focus group: Senior leaders



What did it change?

The feedback reports highlight perceptions and verbatim comments about an individual to reinforce the message delivered by scores. It makes people believe and accept their flaws and areas of improvement. That's what pushes them to start working toward correcting those flaws.

As a result:

- Development plans are better defined
- Interventions are data-backed in areas like face-to-face learning and business simulations
- There has been a positive change in behavior across those involved in the process and significant improvements after coaching sessions.
- Managers have become more aware of the impact they have on the people with whom they work
- Communication is more honest and constructive, irrespective of the professional hierarchy

[Connect with an expert](#)

Impact

- A 93% increase in leaders' personal impact
- Seventy-three percent of employees have coached others to improve performance
- Seventy-three percent of employees' attitudes have changed for the better

Working on behavioral blind spots has enabled M&S to identify additional areas of development and work on them. The impact can be seen in the form of:

- Millions of pounds of financial benefits
- Increased productivity and cost savings
- Significant and widespread behavioral change, as leaders have started to act as role models, adhering to strong leadership values

Did you know?



According to a study on the effects of performance feedback interventions, the wrong type of performance feedback can reduce employee performance by as much as 30%!

Sainsbury's

How Sainsbury's 360-degree program helped instill the right cultural values in the workforce



Sainsbury's had undergone a cultural change program and needed to define manager roles, instill desired cultural values and identify development needs among its managers.

Objectives

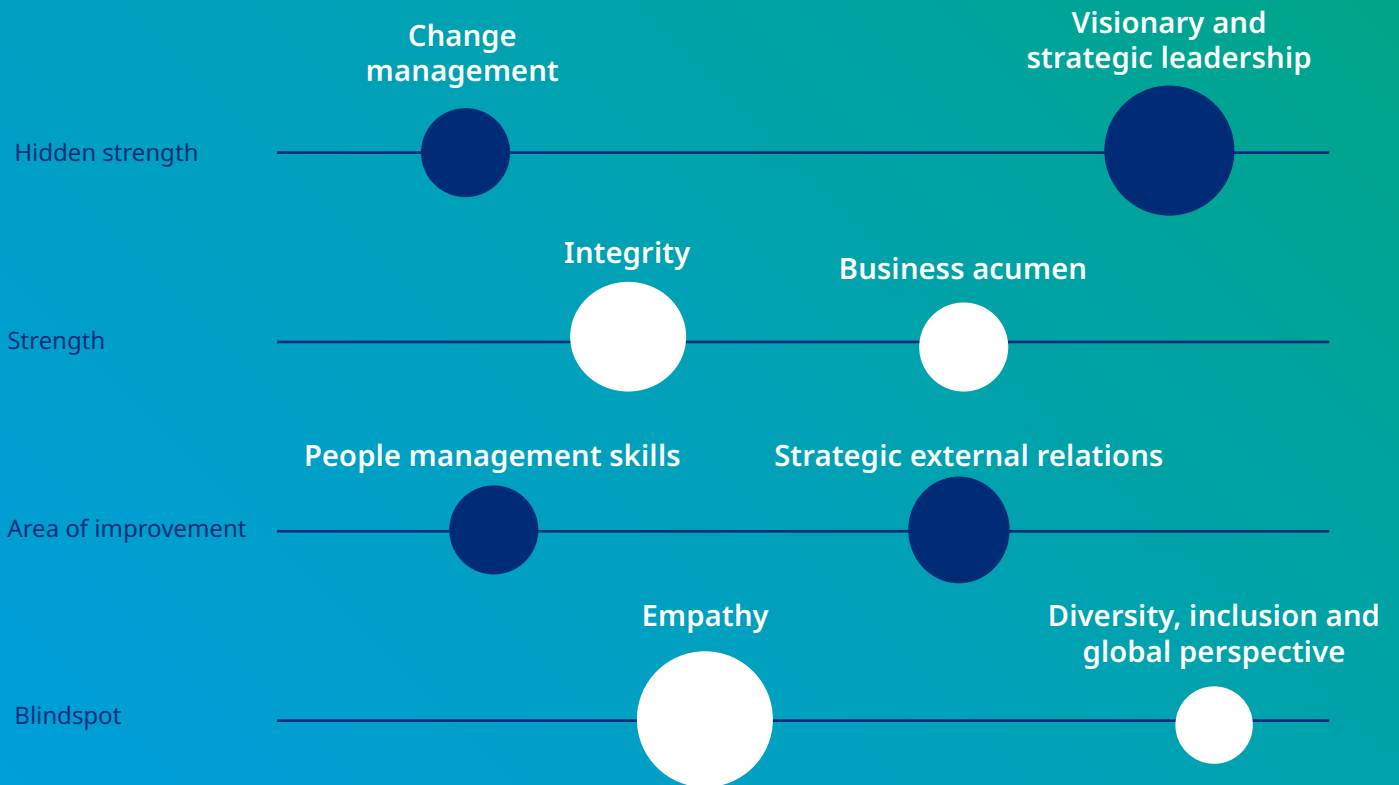
The core reason behind the new L&D interventions at Sainsbury's was to promote diversity, equity and inclusion at the workplace. The company wanted to:

- Initiate future-forward and people-first conversations
- Offer guidance based on multi-source feedback analytics
- Ensure the workforce's alignment with updated cultural values



Analytics

Focus group: Managers and senior managers



What did it change?

Three-sixty-degree reviews encouraged a more mature feedback culture at Sainsbury's. As people became familiar with their blind spots, especially in the context of culture and diversity, there was an increase in willingness to learn.

It helped the company:

- Shape learning and development in a way that helped change individual behavior to **resolve specific blind spots** identified by co-workers
- Help **embed desired behaviors** in line with cultural values
- Initiate **productive development conversations** by identifying common issues and group development needs

Impact

Action-planning and execution based on 360-feedback reports enabled Sainsbury's to devise an award-winning L&D program. The following points summarize the sizable impact of the intervention.

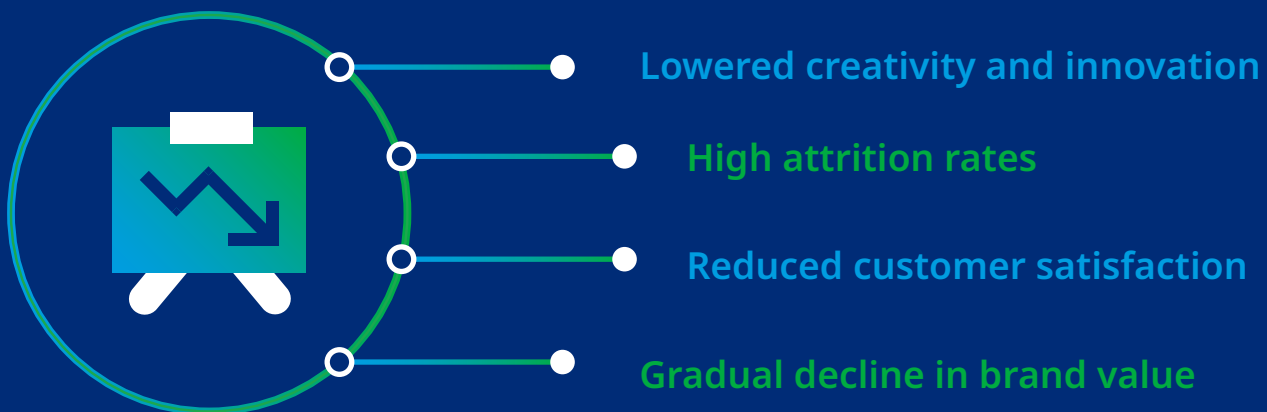
- The emergence of the company as a champion of diversity and inclusion. Therefore, it is also a place **where people love to work!**
- A greater number of employees are moving into higher-grade roles within the company. Therefore, **a massive reduction in recruitment expenditure.**
- An **80% goal-completion rate**, leading to better business outcomes
- A **98% net promoter score**

[Connect with an expert](#)



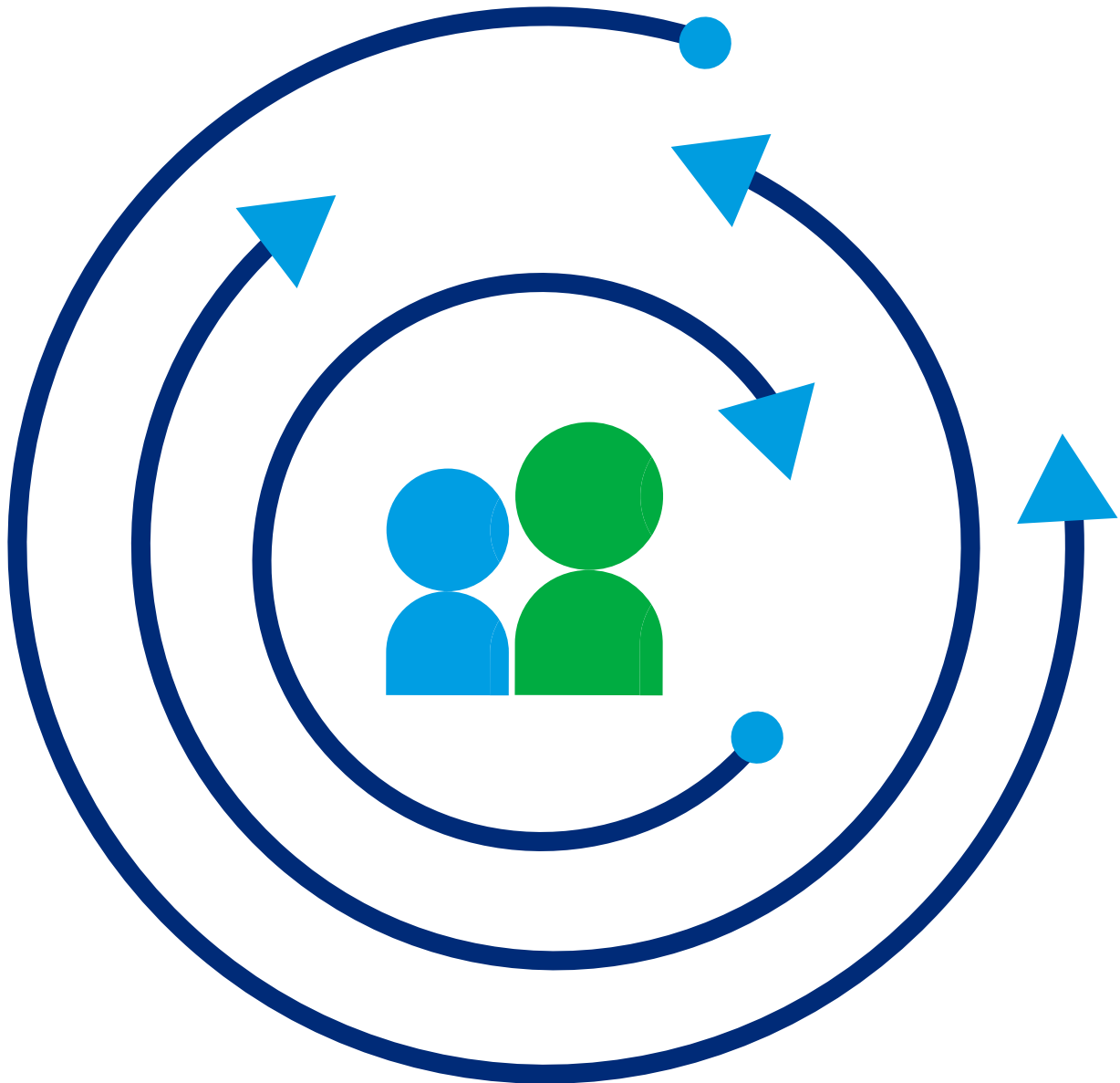
Top takeaways

- An organization where employees feel that managers lack crucial competencies like empathy and leadership skills can witness a severe drop in motivation and overall employee happiness. Insights from a 360-feedback in such a scenario can act as an eye-opener, laying the foundation for behavioral changes.
- Actions based on 360 feedback reports help assure the workforce that the organization cares about employee well-being at multiple levels, positively impacting morale and teamwork.
- An organization where collaboration and dependability are the lowest-rated competencies can suffer losses worth billions of dollars. For example, for a company with annual revenue of €64billion, even a ten percent drop in employee productivity caused due to the absence of key competencies, losses could be as high as €3-6billion per annum! However, it could get challenging to identify the missing competencies or offer focused developmental support without an insightful feedback report.
- Without a holistic feedback system, it may be impossible to realize the precise reasons behind reduced productivity. Worse, it could not even occur to the company that better business and faster growth is possible unless it uses the 360-degree approach to identify individual strengths, weaknesses, hidden potential and blind spots. The far-reaching consequences could be:



Conclusion

Three-sixty-degree feedback helps highlight the untapped potential in numerous ways. On the one hand, it reveals strengths and development areas in particular competency groups. But, on the other hand, it unveils surprising details that offer a reality check about perceptions. Such insights enhance an organization's effectiveness for its business and create an environment of greater cooperation and collaboration.



[Connect with an expert](#)

How Mercer | Mettl can help

Mercer | Mettl can help you connect with a team of subject matter experts known for its authority in the 360-degree feedback domain. Our rich library of question banks created as per relevant competency frameworks is yet another distinguishable suit. Besides, our powerful utilization of automation technology, the ability to scale and deep analytical rigor set us apart.

Mercer | Mettl's solutions empower you to:

- Identify vital competencies required to succeed in critical roles and nominate candidates.
- Assess candidate readiness on critical competencies using valid and reliable tools such as psychometric and aptitude assessments, assessment and development centers, etc.
- Plan customized reports to shortlist suitable candidates for advanced roles.
- Act for the growth of selected candidates.

Mercer | Mettl's 360 View, the most employee-friendly, cloud-based 360-feedback tool is designed to help organizations:

- Implement a 360-feedback system seamlessly.
- Address all 360 feedback needs.
- Enjoy customizations across competency models and question banks.
- Offer rich insights in the form of elaborate reports.
- Ensure high survey completion rates.

And more!

About us

At Mercer | Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

✉ mettlcontact@mercer.com

🌐 www.mettl.com

Robust Information Security System



Be sure to carefully read and understand all of the disclaimers, limitations and restrictions before using the assessment services, reports, products, psychometric tools or the company systems or website.

Read the complete disclaimer here:
<https://pages.mettl.com/disclaimer>

