

Competency Framework and Behavioral Indicators for 360-degree feedback



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What is 360-degree feedback?

360-degree feedback is a modern performance appraisal method that helps organizations to determine an employee's performance at his or her workplace. It provides clarity on the employee's performance, skills, and behavior, along with the organizational environment. Moreover, for organizations, the performance appraisal system enables adaptability and flexibility based on the workforce's needs.

The employee's feedback is collated from superiors, peers, subordinates, and customers. It is then shared with the employees after performance appraisal feedback is captured and analyzed. The objective is to enhance employee personal development goals.

The compiled 360-degree feedback report promotes self-awareness by suggesting development programs customized as per individuals. The report does not name the feedback giver to avoid any bias or personal differences between the feedback seeker and provider.



Is there a need for 360-Degree Feedback?

Majority of companies that focus on employee development use 360-degree reviews to analyze performance and latent potential of staff members. It allows employees to map their career trajectory and undertake personal development based on the feedback received from multiple sources. Some companies consider 360-degree feedback reports before making significant decisions on employees' careers, annual appraisal, or promotion.

360-degree feedback is the most comprehensive appraisal where the feedback on the employees' performance is received from every source who is in touch with them. This method was employed in Maruti Suzuki Motors and HCL Technologies. It was highly beneficial, cost-effective and time-saving.

It is, at times, taxing for HRs to adopt 360-degree reviews other than performance tracking, mainly due to employees' resistance. However, when employee reviews are gathered from colleagues, other than managers, the overall performance of an employee from different stakeholders is evaluated.

Research has shown that employee performance dips by 10% when ratings are absent from the review process, primarily due to the managers' inability to effectively manage the talent without ratings.

Moreover, 360-degree performance appraisals are an excellent means of collecting accurate data related to employee performance. The feedback results are reliable and unbiased as a large number of employees are involved in the rating process.



The Competency Framework of 360-Degree Feedback

The competency framework essentially provides you with a list of behaviors that are valued, recognized, and rewarded as part of a 360-feedback process in some organizations. It is a critical business performance metric that measures the organization's capabilities and its people.

Also, it drives up business performance. The competency framework helps in generating higher employee and organizational effectiveness, resulting in efficient training needs analysis and career management.

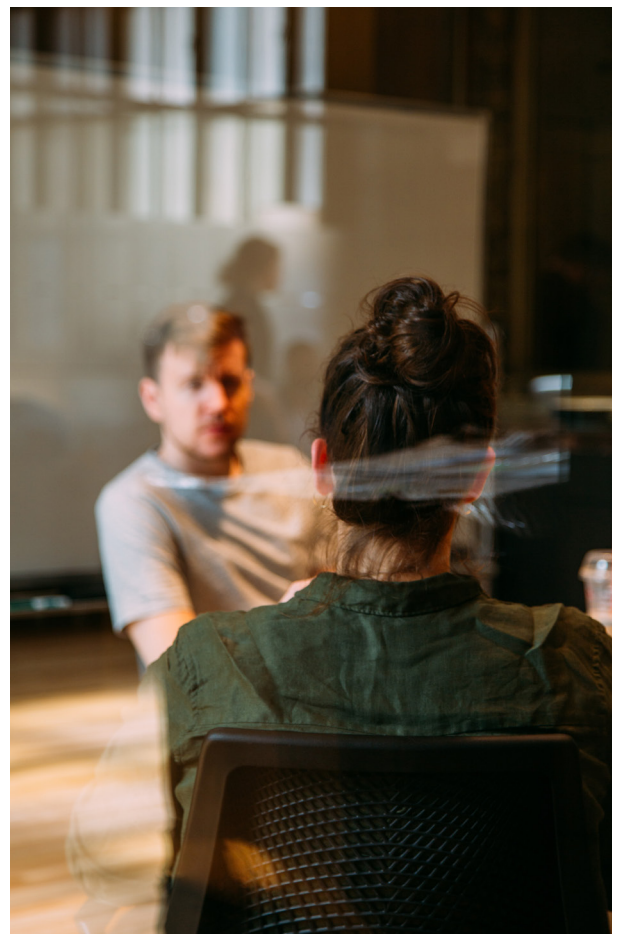
The subject matter experts work in coordination with psychometricians to understand your needs and to improve the overall employee performance. The competency framework model is designed by psychometricians for various business positions differently.

Let's have a look at the competency behavior model for a senior management leader:

- Team worker
- Developing self and others
- Leader
- Motivational
- Critical Thinking Ability
- Decision-Maker
- Innovative
- Adaptability
- Strategic, Commercial, and Financial Know-How
- Exceptional Communication Skills

Behavioral Indicators at the workplace

- Takes ownership
- Ensures commitments are met on time
- Does not blame
- Provides mentoring and opportunities to improve
- Motivates the team
- Formulates a vision
- Sets a strategy
- Engages people towards common goals



How does 360-Degree Feedback help organizations?

Identifies Strengths & Weaknesses

In a study conducted by Gallup among 65,672 employees, people who received 360-degree feedback had 15.9% better turnover rates than employees who received no feedback.

Feedbacks help to bridge the gap between employees and others' take on the former's performance. It is an excellent practice towards self-awareness. The feedback mechanism not only benefits the organization, but it's also a gentle reminder for employees. The latter gains a clear understanding of his/her strengths and weaknesses. Individual responses from superiors are usually combined with other responses to preserve anonymity.

Improves Productivity & Work Relationships

Gallup reported that managers who received feedback from employees exhibited an increase of 8.9% profitability and 12.5 % productivity. The study was conducted in 530 organizations.

360-degree Feedback from peers not only boosts employees' morale but enables both employees and their managers to work better. Different business teams such as Marketing and Operations receive feedback from others in the organization. It builds trust among internal teams and helps to meet their mutual goals. The feedback increases

the frequency of communication within the team, leading to an increase in the overall performance. The absence of emotional quotient from individuals does not unleash their potential in addition to job-specific skills.

Determines Performance Appraisal

OfficeVibe reports that 69% of employees would work harder if their efforts were better recognized.

Employees are driven to work not only through their sheer perseverance but also through encouragement. The sense of motivation comes in the form of appreciation or a salary hike that accompanies an effective and well-established feedback mechanism. That is why 360 surveys are designed to provide valuable insights regarding on-the-job performance. The verbal feedback about employees does not suffice.

Appraisals are determined based on employees' strengths, weaknesses, interpersonal behavior, interests, and more. It also acts as an anchor for hardworking employees, thus lowering the attrition rate altogether.

Creates an Open Culture

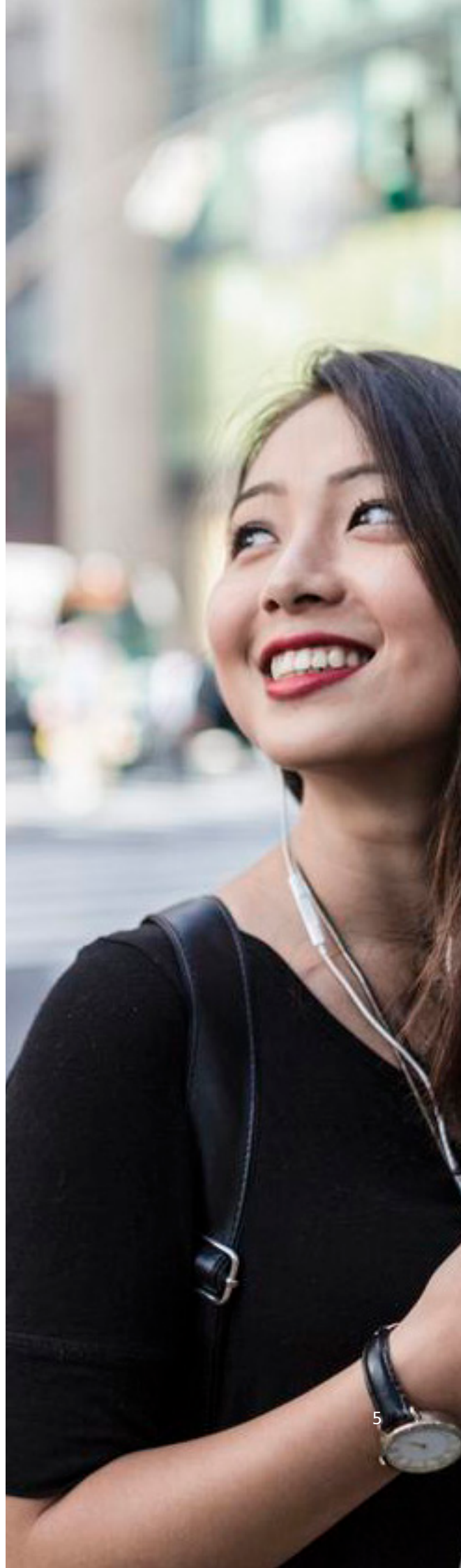
Openwork culture is a one where employees, their peers, subordinates, or managers are upfront about their opinions. [A feedback tool acts as a medium to voice views and make it heard in organizations where individual hard work often gets shadowed by a person possessing a strong personality but not necessarily skilled.](#)

Identifies Skill Gaps for Training Needs Assessment

According to the 2017 Skills Gap Report, nearly 80% of Americans agree there is a skills gap, and more than a third (35%) say it affects them personally.

Skill gaps are not only a roadblock for organizational success and development, but they also hamper individual growth. Lack of knowledge and a feeling of that void demoralizes employees.

It is a significant step to implement effective feedback mechanisms in 2020 as employees are increasingly self-aware and aim for mutual growth - personal as well as organizational. 360 assessment reports give an overall view of the employee's personality. Individual and group-level analysis provides a microscopic view of the more significant problems and ways to tackle them, through group training or personal efforts.



How Mercer | Mettl can Help?

After thorough research and analysis, Mercer Mettl's psychometric research team has 360-degree feedback templates for eight in-demand job roles that are required by organizations for annual feedback purposes.

The following piece covers an overview of the job roles accompanied by relevant and effective competency frameworks to measure employees through stellar 360-degree feedback.

Note: A list of competencies takes you through prevalent competencies and associated behavioral indicators.

Eight in-demand Popular Job Roles

- **Project Manager**
- **Sales Manager**
- **Senior Manager**
- **IT Team Lead**
- **Sales Individual Contributor**
- **IT Individual Contributor**
- **HR Manager**
- **Leadership Roles**



Project Manager

Responsible for delivering a project successfully and acting like a leader who plans, organizes, and leads the team to achieve results.

Competency Framework



Accountability



Active (Problem Solving)



Driving Excellence



Effective Communication



Planning & Organization



Project Relationship Management

Sales Manager

Deals with retailers and distributors, runs day-to-day operations of the sales team, generates revenue, and maintains customer relationships in the respective geographical area.

Competency Framework



Accountability



Active (Problem Solving)



Networking



Negotiation & Influence



Customer Focus



Team management & Development

Senior Manager

Plans, directs, coordinates and monitors the team's work progress. He attempts to maximize efficiency, productivity, and performance by ensuring that all operations run smoothly.

Competency Framework



Accountability



Communication



Leading
Others



Customer
Focus



Creativity &
Innovation



Planning &
Organization



Negotiation &
Influence



Developing
Teams

IT Team Lead

Plan, execute and lead a project from start to end as per respective business standards, methodologies, and controls. Encourage and drive team innovation; prepare training modules for juniors and client interaction to deliver high-quality results.

Competency Framework



Accountability



Active (Problem
Solving)



Driving
Excellence



Effective
Communication



Planning &
Organization



Team
Management



Developing
Teams

Sales Individual Contributor

Assist existing accounts, reach out to new customers, and resolve their issues. Achieve designated sales targets within the delegated time.

Competency Framework



Accountability



Networking



Learning
Agility



Process
Orientation



Planning &
Organization



Negotiation &
Influence



Customer
Focus

IT Individual Contributor

Oversee technical operations, work with top executives to develop strategic plans for future improvements to ensure security, and help the organization stay competitive.

Competency Framework



Accountability



Quality Focus



Collaboration



Process
Orientation



Planning &
Organization



Negotiation &
Influence



Learning
Agility

HR Manager

Manage overall HR department, design and implement HR policies, evaluate employee relations, and serve as a link between management and staff.

Competency Framework



Integrity



Active (Problem Solving)



People Orientation



Negotiation & Influence



Process Orientation



Effective Communication

Leadership Roles

Set a clear vision, build morale, and lend support to the workforce on a continuous basis. Analyze future trends and take further actions to solve underlying organizational problems. Allocate resources accordingly to take up the work.

Competency Framework



Accountability & Integrity



Vision & Strategy



Networking



Empowering Others



Planning & Organization



Negotiation & Influence



Creativity & Innovation

A list of top competencies were exhibited in the 'Popular Job Roles' section as per market standards. The competencies, along with the behavioral indicators, are mentioned below depicted by employees at the workplace.

Accountability

Demonstrates an ability to take responsibility for one's actions and decisions. The person-in-charge holds on to the commitments made, without blaming others in case of failures.

Behavioral Indicators at the Workplace

- Takes ownership
- Ensures commitments are met on time
- Does not blame

(Active) Problem Solving

Take the initiative to resolve issues and persistent in overcoming challenges by utilizing available resources.

Behavioral Indicators at the Workplace

- Resolves issues
- Persists until goal accomplishment
- Takes Initiative

Collaboration

Work effectively with each other to accomplish common goals.

Behavioral Indicators at the Workplace

- Coordinate within the team and between departments to accomplish common goals
- Being inclusive and helpful



Communication

Imparts accurate information timely and is receptive to other peoples' opinions.

Behavioral Indicators at the Workplace

- Share information across departmental boundaries effectively
- Accurately communicate organizational level decisions
- Carefully receive and understand information from others

Customer Focus

The customers' stated and unstated needs are explained to provide the most optimal solution in a timely and efficient manner.

Behavioral Indicators at the Workplace

- Understands customer needs
- Provides a timely and optimal solution
- Deals with customers in a courteous and patient manner
- Ensures future opportunities

Creativity and Innovation

A person who offers new ideas and different methods when faced with challenging situations. The one who can apply novel means or repurpose old ways to solve complex problems.

Behavioral Indicators at the Workplace

A person who gives new or different approaches to generate solutions.
One who can think laterally in challenging situations.

Developing Others

Demonstrate an ability to improve performance, support, and encourage individuals and teams, so that they give their best.

Behavioral Indicators at the Workplace

- Provide mentoring and opportunities to improve
- Motivate the team

Driving Excellence

Challenges self and others to surpass set standards and achieve exemplary results. Closely observes all details and pays attention to the quality of deliverables at hand.

Behavioral Indicators at the Workplace

- Ensures quality and consistency
- Attentive to detail
- Exceeds standards and achieves extraordinary results

Effective Communication

Receive, comprehend, and convey untampered information by putting across one's thoughts and ideas clearly and briefly. Active management of the communication process by ensuring that information is delivered, received and understood successfully.

Behavioral Indicators at the Workplace

- Carefully receives information
- Clearly understands information
- Accurately shares information

Empowering Others

Involving key stakeholders in developing organizational vision, setting the strategy and fosters self-sufficiency in employees

Behavioral Indicators at the Workplace

- Inclusive development of organizational vision
- Including stakeholders in setting strategy
- Fostering self-sufficiency

Integrity

The quality of behaving in an honest, fair, and ethical manner. Consistent in aligning actions with words while maintaining high moral ground.

Behavioral Indicators at the Workplace

- Consistent with what one says
- Fair
- Transparent

Leading Others

Frames a vision, creates strategy after analyzing market trends, delegates work such that the team is engaged to achieve short and long-term business goals.

Behavioral Indicators at the Workplace

- Formulates a vision
- Sets a strategy
- Engages people towards common goals

Learning Agility

Ability and urge to learn new skills continuously and apply that learning in new and changing contexts to achieve desired results.

Behavioral Indicators at the Workplace

- Ability and willingness to learn new skills
- Apply new learnings henceforth and share knowledge

Negotiation and Influence

Convincing others of one's viewpoint and arriving on common ground to accomplish goals and objectives effectively.

Behavioral Indicators at the Workplace

- Arrives on a common ground to accomplish goals
- Convinces others of one's idea

Networking

Build, maintain, and leverage professional networks and personal relationships within and outside the organization to gather information and resources. The objective is to ensure individual as well as organizational success.

Behavioral Indicators at the Workplace

- Builds professional networks and personal relationships
- Leverages to gather information and resources



People Orientation

Being empathetic, respectful, and culturally sensitive to empower others. Build a healthy work relationship and lend help to others.

Behavioral Indicators at the Workplace

- Empathy
- Culturally sensitive
- Being inclusive and helpful to others

Planning & Organizing

Panache for detailing out the steps required to accomplish one's objectives. Ability to prioritize tasks and shuffle between various roles to maximize efficiency.

Behavioral Indicators at the Workplace

- Details out the steps required to accomplish one's objectives
- Allocates optimum resources
- Prioritizes tasks and does contingency planning

Process Orientation

Following standard procedures, adhering to rules and regulations to ensure compliance and efficiency at the workplace.

Behavioral Indicators at the Workplace

- Follows standard procedures to ensure efficiency
- Adheres to rules and regulations to ensure compliance

Project Relationship Management

The active development, cultivation, and maintenance of project- associated relationships.

Behavioral Indicators at the Workplace

- Develops project associated relationships effectively
- Arbitrates and resolves differences
- Manages meetings effectively

Quality Focus

Determined to stay focused on the quality of deliverables. It ensures consistency and adherence to high standards as well as paying close attention to the minutest details

Behavioral Indicators at the Workplace

- Ensures quality and consistency
- Attentive to detail

Team Management and Development

Active management of team members, provision of support and encouragement to ensure optimum team productivity.

Behavioral Indicators at the Workplace

- Effectively manages teamwork
- Provides mentoring
- Motivates the team
- Resolves conflicts and promotes cooperation

Team Management

Actively manage team members to ensure optimum team productivity.

Behavioral Indicators at the Workplace

- Effective division and distribution of work
- Resolves conflicts and promotes cooperation

Vision & Strategy

Building a clear plan for the future and delineating both long and short-term goals. Creating an effective and efficient plan of action to achieve the goals and a supportive environment for its accomplishment.

Behavioral Indicators at the Workplace

- Building a plan for the future
- Creating an effective and efficient plan of action
- Creating a supportive environment for its accomplishment



About Us

At Mercer | Mettl, our mission is to enable organizations to make better people decisions by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2900+ corporates, 31 sector skill councils/ government departments, and 15+ educational institutions across 90+ countries.

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