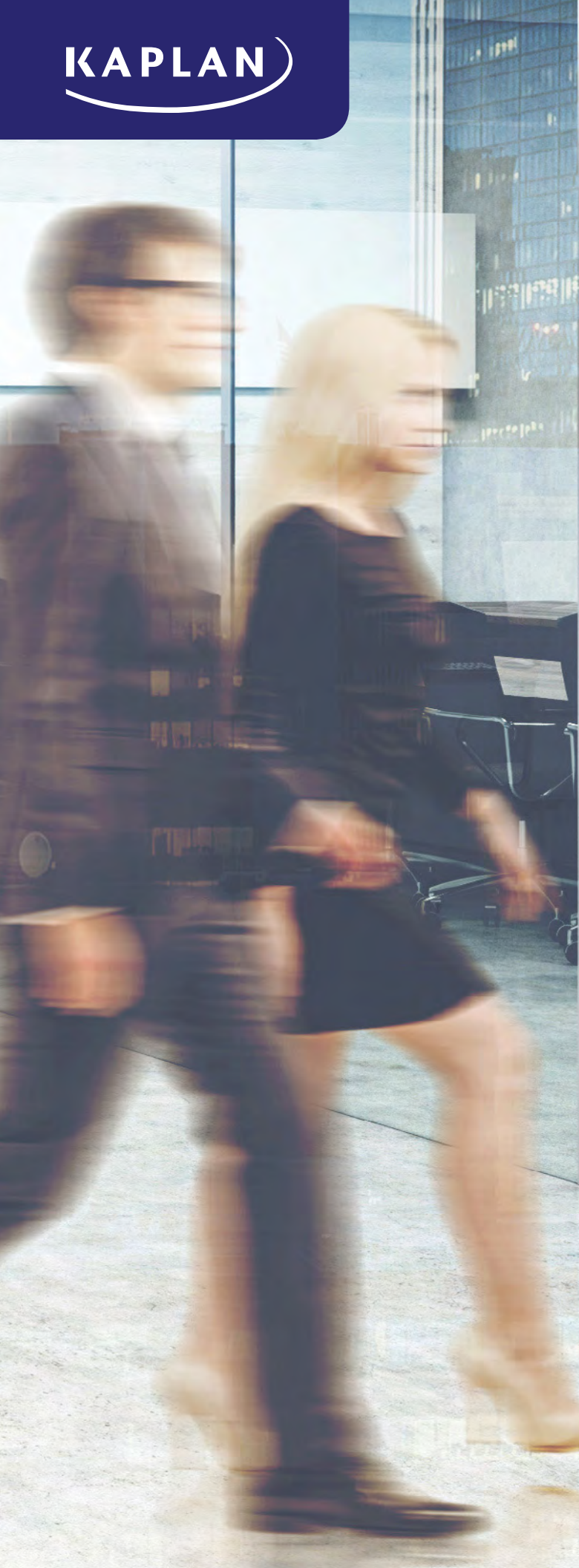


KAPLAN



KAPLAN



CREATING

WELL-

ROUNDED

PROFESSIONALS

THE KAPLAN 360°

Feedback is tough – whether it’s received or given – but it’s also fundamental for continuous improvement. Organisations need people who are motivated, effective, and geared for success. In order for them to do a better job, work smarter, and expand their professional development skills, employees must gain awareness of their areas of strength and improvement.

Kaplan Leadership and Professional Development (LPD) has designed a 360° assessment that provides an in-depth, personalised, and well-rounded framework that can be tailored to your organisation and your people.



Input is anonymously solicited from their managers, department heads, direct reports, and peers. The result is an individual's or group's competencies portrait that can complement a more traditional single-dimension annual review or be integrated into a leadership development program.



Why is our 360° DIFFERENT?

To differentiate from other tools in the industry, the Kaplan 360°:

- Delivers a decision-making and commercial lens to assess behaviours in the context of the role and organisation.
- Focuses on both soft as well as hard skills within the scope of one's job responsibilities.
- Provides several customisable and flexible options to match both business goals and budget parameters.
- Includes post-assessment recommendations to address results.

How does it WORK?

Creating, implementing, and distributing a 360° assessment is an easy, 4-step process. Here's a quick overview:

- 1** A designated employee fills out an online survey that typically takes 10 to 20 minutes to complete.
- 2** During the assessment process, employees select their evaluators – one of whom must be their manager – and the system automatically sends an invite to give feedback to that person.
- 3** All responses gathered are anonymous, except for their Manager's responses.
- 4** Report results are disseminated on an individual or aggregated basis.

What are the **BENEFITS?**

The Kaplan 360° will provide tangible, analytical data as well as intangible paybacks, such as an increase in employee morale and motivation. Key benefits include:

- Gain a clear perspective on the impact of employee behaviours
- Get a picture of individual's and group's capabilities and development needs
- Support for a development plan that leverages strengths and addresses gaps
- Metrics to measure the improvements before and after a leadership development program
- Skills benchmark and comparison within a group, department, and business
- Involvement of relevant stakeholders around an individual's learning journey

"Finally, it means creating a growth-mindset environment in which people can thrive...

Giving feedback in a way that promotes learning and future success."

– Carol S. Dweck, *Mindset: The New Psychology of Success*

What makes a **SUCCESSFUL 360°?**

After much time and effort are placed into creating a survey, there are some important guidelines to consider before implementing a survey.

- Gain support and input from Executive Manager or Senior Leader
- Incorporate questions that are relevant to the industry and department
- Ensure feedback is constructive, not attacking
- Implement a follow-up plan after sharing the results
- Strive for an on-going dialogue, not a one-time summary
- Assure employees that their results will remain confidential
- Deliver employees their strengths first, then areas of improvement

What does it **MEASURE?**

The Kaplan 360° is built around a carefully constructed capability wheel that identifies and improves these crucial areas of success within an organisation.



What about a **KAPLAN 180°?**

If you want to implement a smaller assessment, comparing self-analysis to input from a direct manager only, then the Kaplan 180° is an alternative framework for your organisation. Ask a Kaplan Sales Representative for additional details.





Take a CLOSER LOOK

These are some of the questions and components that comprise an effective 360° from Kaplan.



Leadership Identity

Sample Questions

- Eagerly pursues new knowledge, skills, and methods
- Shows commitment to the organisation, its purpose, and its values
- Motivates others through personal and professional example

Behavioural Indicators & Expectations

- Behaviour is congruent with organisational values and standards
- Adopts the appropriate leadership, followership, and team player role
- Builds and manages professional relationships



Teams and Team Building

Sample Questions

- Focuses the team on what will contribute to success in the long term
- Sets appropriate roles and targets for each team member
- Deals with failure positively and encourages appropriate risk taking

Behavioural Indicators & Expectations

- Creates an environment that engages and motivates others
- Provides personalised direction and support
- Sets appropriate roles, targets, and goals



Leading and Managing Change

Sample Questions

- Suggests innovative ideas and solutions for possible improvements
- Challenges conventional views to benefit the business
- Guides and supports others through change

Behavioural Indicators & Expectations

- Understands the human consequences of change
- Identifies opportunity in ambiguity and uncertainty
- Consolidates and embeds change



Communicating and Influencing

Sample Questions

- Communicates professionally and effectively in writing
- Holds structured, productive meetings
- Builds rapport easily and quickly with a wide range of people

Behavioural Indicators & Expectations

- Communicates in a wide range of situations and media
- Articulates a vision
- Understands and applies a range of approaches to influence



Motivating and Engaging

Sample Questions

- Analyses large amounts of information and draws out the right conclusion
- Backs up conclusions with logical analysis
- Thinks strategically, operationally, and tactically

Behavioural Indicators & Expectations

- Creates an effective decision making environment for others
- Applies a range of problem solving and decision making tools and approaches
- Utilises critical thinking skills



Technical Knowledge

Sample Questions

- Demonstrates the appropriate level of professional knowledge
- Updates and refines their technical knowledge and know how
- Concentrates on delivering results that bring clear commercial benefit

Behavioural Indicators & Expectations

- Demonstrates appropriate technical knowledge
- Strives for ongoing professional development for self
- Supports ongoing professional development for direct reports or team