



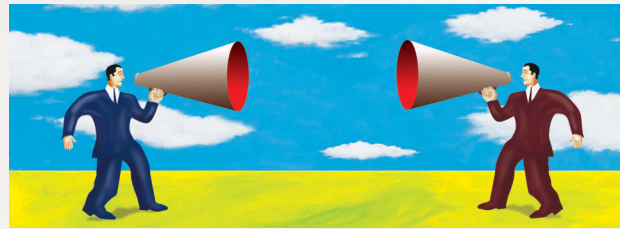
## ACCURATE FEEDBACK ESSENTIAL FOR EMPLOYEE DEVELOPMENT

**M**ost individuals vastly overestimate their own competence and, according to research, the least competent performers inflate their abilities the most.

Lack of accurate feedback is a key reason for this. All one has to do is look at the inflated values of performance evaluations in most companies to see the inadequacies of typical feedback processes.

How can companies avoid these pitfalls as they try to develop employees who can perform their jobs effectively and help the company succeed? Companies need a way to measure employee performance accurately and help individuals grow in the needed skills and behavior competencies.

Organizations can change and develop only when their people change and develop. Yet employee development is often left to chance, relying on individuals to develop themselves as might be necessary. This is equivalent to throwing employees into the deep end of the pool and hoping that they swim or are at least smart enough to build a boat.



### Do Not Leave Employee Development to Chance

In today's rapidly changing economy, organizations require continuous learning to stay competitive. It is important to objectively identify the specific skills and behavior competencies needed to achieve the organization's business strategy.

Measuring performance of key skills and behaviors requires both internal and external benchmarking. There are two useful ways to measure competencies and provide feedback to employees.

- ❖ **A customized 360 survey** based on key competency behaviors tied to the business plan.
- ❖ **An assessment process** that is able to benchmark individual skills and behaviors to other successful individuals in similar positions.

### Internal and External Benchmarking

Accuracy in measurement requires a structured, objective and practical measurement process that is also reliable. A 360 survey provides internal benchmarking, while the assessment process provides external benchmarking. When this information is integrated with the individual's self-assessment and identification of specific job challenges, corrective action can be focused on the most important areas.

It is important for 360 evaluations to be customized based on the identification of key skills and behavior competencies needed to achieve the company's business goals. An off-the-shelf 360 survey will provide only off-the-shelf knowledge. Only a customized survey can provide the accurate feedback needed to improve performance

by educating participants on the difference between the company's desired competency levels and their present performance. The 360 feedback can also help executives gain accurate knowledge of the overall strengths and weaknesses of their employees. This knowledge is essential. It lets executives know if and to what extent their employees are prepared to carry out the company's strategic business goals.

### A Superior 360 Measurement System

We have long advocated a superior 360 measurement process, the **Motivator 360**. This uses a scaled comparison process that eliminates the typical 360 measurement errors, such as average rater bias and halo effects. These errors produce an outcome in which an individual is rated as either strong or weak on nearly all of the competency behaviors. With the Motivator 360, results are differentiated and prioritized by competency. It is a more statistically reliable and valid process that allows for direct comparison of behavioral skills.

The combination of the Motivator 360 feedback and the external assessment provides a rigorous process for helping employees grow and develop in those skills and behavior competencies that really make a difference. This enables

the organization as a whole to change in the right direction.

It is also important that the assessment and feedback information be integrated with the individual's self-assessment and identification of specific job challenges. This facilitates personal commitment and individual accountability for one's own development and career growth.

### Start with Your Key People

Every company has critical positions in which individuals have a significant influence on the company's success or failure. These are the people who are accountable for significant business outcomes, control critical resources, possess key technical know-how, or manage relationships with key markets or customers. Making a difference with individuals in these positions has a huge impact and even small changes can yield results that will be returned exponentially.

### Accurate Feedback

In business, as elsewhere, individuals rarely receive accurate feedback, especially if it is not positive. Most often this leads to inflated performance reviews that do not provide useful feedback to employees and do not meet the company's need for improved performance.

Research shows that the vast majority of individuals greatly overestimate their own competence. One reason is lack of accurate feedback. The Motivator 360 and the external assessment help correct this lack and, better yet, tie the feedback to the specific competencies required to achieve business goals, thereby better aligning individual development with business strategy. With accurate feedback, employees are able to grow and develop, and so does the company.