



HayGroup

Competency portfolio 360° assessments

Making the link to performance



Why measure behavior?

You know that the right people, doing the right things in the right roles is right for your organization. You need to be able to identify high performing behaviors, attract and retain talent, develop your leaders and professionals and communicate core competencies. You invest in these activities because you know they pay off in the overall performance of your organization.

Sound investments are based on evidence, not guesses. So when it comes to identifying the behaviors that lead to outstanding performance, what evidence can you look for? You start with evidence of what your employees currently do, and compare it with the research on what outstanding leaders and professionals do. You compare your organisation with the best.

It's that simple. Hay Group's competency portfolio 360° assessments give you the tools and processes to collect the evidence in your organization. The feedback reports that follow allow individuals and groups across your organization to identify capability gaps, spot real strengths and build on them.

...and who should do the measuring?

A Hay Group study of 1,214 leaders from organizations worldwide showed that the higher people rise in an organization the more likely they are to over-rate themselves, compared with how other people rate their behavior.

The risk is that in the absence of feedback from others, people develop blind spots that hinder their effectiveness as leaders.

The input of others via 360° assessments – particularly managers and direct reports – can be critical in forming objective and accurate pictures of behavior and leadership effectiveness.

Sala, F., and Dwight, S.

2002. *Journal of Consulting Psychology: Research and Practice*, 54(3), 166-172

Designed by experts...

30 years of experience means we've processed over 5 million assessments with over 500 organizations across 24 countries. It means our competencies are researched – drawn from the behavioral data of thousands of leaders – so that we can validate their ability to define outstanding performance. It means our processes are smooth, confidential and flexible – our team can respond to the concerns of individuals while keeping the 360° process on track.

...tailored for your organization

You know what you need. And you can specify what you want from us:

- Our existing researched competencies, or a competency model that you're already using
- Feedback showing how frequently competencies are demonstrated, or the level of complexity with which they're demonstrated (with target levels if they're useful)
- Feedback scores based on averages or percentiles (normed against our database)
- 'Off-the-shelf' feedback reports, or tailored reports to focus on the feedback that matters most
- Web-based development and action planning tools to support ongoing learning
- Customized and co-branded website and email communications
- Multiple languages – our website is in 15 languages and our online questionnaires and feedback reports can be translated into any language
- Global support - Help desk support 24/5. Processing and support in over 26 countries

We'll work with you to ensure that the choices you make give you what you need.

Making the link between individual behavior and organizational performance

It all starts with your business strategy. What is your organization here for, what does it need to deliver and which behaviors are going to make it happen?

Perhaps you're focusing on developing a specific population of managers or sales professionals and need to know how they measure up against the best. Or you know that in order to develop emotional intelligence you need to raise awareness by producing EI feedback across your organization. You may want a customized 360° diagnostic to build momentum around the key competencies you've identified for your organization.

Whatever you need, Hay Group's competency portfolio 360° assessments:

- will be built to align with your business strategy
- maximize the return on your development investment
- are based on competencies that deliver outstanding individual performance and lead to bottom line results
- are processed through flexible, accessible technology
- contain development suggestions that build on individuals' strengths and resources

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