



## Implementation of a 360° feedback for all managers in the company

### COMPANY

Dortmunder Energie- und Wasserversorgung GmbH (DEW21) is a German electricity and water supply company. DEW21 supplies residents of the city of Dortmund with natural gas, electricity, heat, and water. It offers services relating to these products to business customers and consumers, supplies the municipality of Herdecke with natural gas and water, and is the upstream supplier for drinking water in Holzwickede, Schwerte, and Iserlohn. In addition, DEW21 sells its natural gas and electricity products outside of Dortmund too. The company is involved in the expansion of renewable energies, among other things through the construction of wind turbines and landfill gas plants. DEW21 has over 1,000 employees of which around 70 are trainees. In its 2016 business year, DEW21 generated revenues of approx. EUR 900 million.

### PROJECT TARGETS

In recent years DEW21 has taken a number of initiatives for the development of managers in the company. This includes a 360° feedback survey, which results in intensive individual feedback for managers. The objectives were the following:

#### Goals for managers

- They receive comprehensive feedback from all relevant feedback perspectives
- They learn which expectations others have of them
- As a result of the large number of evaluations they receive a more objective assessment of themselves
- They are able to systematically derive personal development areas for themselves
- They are able to drive forward their personal development in line with the identified feedback

## Goals for DEW21

- The process to determine the managers' personal assessment of skills is continued
- Promotion of an open and positive feedback culture
- Offers of support are initiated systematically
- The leadership culture is developed further

## FRAMEWORK CONDITIONS

DEW21 employs around 90 managers who were invited to take part in the 360° feedback process.

The following aspects had to be taken into consideration:

- Feedback is given by completing a questionnaire specifically designed for DEW21
- All managers are first of all assessed in writing by the entire team of employees
- All managers nominate 5 to 8 colleagues for the peer feedback
- All managers receive feedback by their superiors
- A forum is constituted in which feedback is openly discussed
- The feedback is used for individual development activities t

## SOLUTION

Profil M developed a questionnaire together with DEW21. The complete administration took place online.

A report was drawn up for each manager that included all three evaluation perspectives (immediate superior, colleagues, employees) as well as a self-assessment.

However, there was one special feature that differed from many typical 360° processes: Often managers only receive their own report and deal with the results individually (or with support from a coach). At DEW21, however, all managers together with their subordinate employees were invited to a workshop in which all results were discussed and which was facilitated by Profil M. The aim of the workshop was to promptly and directly translate the employee feedback into specific measures and to clarify any feedback that the managers may have found surprising or incomprehensible. The principle of anonymity (which applied to the online survey for managers) was replaced by the principle of voluntariness. Experience shows, however, that employees are very willing to comment on and explain the feedback provided.

## IMPLEMENTATION

Following the conceptual development of the questionnaire and the setup of processes on the external IT platform, the project was structured as follows:

### Communication

Employees and managers were informed of the project in writing and via the staff magazine. During the first implementation, presentations were also offered in which the 360° feedback was explained in detail.

### Nomination

Managers nominated their feedback providers at peer level.

### Survey

The notification for the survey included an Internet link/address and the online feedback questionnaires were completed by feedback providers (employees, superior, and colleagues) and by the participants (self-assessment). The employee and colleague perspectives remained anonymous.

### Analysis

Following the analysis and summary of the individual results, a final report was drawn up and the individual reports were sent to the individual participants.

### Feedback workshop

The implementation of a 4-hour feedback workshop took place with the following participants: Manager and subordinate team of employees, facilitation by Profil M. The workshops were facilitated with a laptop, managers received the results immediately in digital form.

Time	Activity	Responsible
3 days before and	<ul style="list-style-type: none"> <li>Distribution of the individual final reports to managers</li> </ul>	Profil M
30 mins	Preparatory meeting with the manager <ul style="list-style-type: none"> <li>Current situation in the team</li> <li>Discussion of results</li> <li>Structure of upcoming workshop</li> </ul>	Manager + facilitator
60 mins	Preparatory meeting with the team <ul style="list-style-type: none"> <li>Structure of the workshop and feedback rules</li> <li>Clarification of any questions or concerns</li> <li>Presentation of results (only the employee feedback, not the other perspectives)</li> <li>Gathering of first specific points for the manager</li> </ul>	Employees + facilitator
90 mins.	Feedback workshop <ul style="list-style-type: none"> <li>Explanation of the quantitative feedback from the team</li> <li>Discussion of optimization possibilities suggested by the superior and the employees</li> <li>Drawing up an action plan</li> </ul>	Manager + employees + facilitator
60 mins	Follow-up meeting with the manager <ul style="list-style-type: none"> <li>Reflection on the workshop</li> <li>Discussion of optimization possibilities</li> </ul>	Manager + facilitator

## Development meeting

In order to derive effective development measures that consider the feedback report and the workshop results, a meeting took place between participant, HR contact, and the immediate superior.

## Results

In addition to the individual results (individual feedback for each manager/individual development plan for each manager), an analysis of feedback for the overall company also took place to be able to plan possible strategic or collective measures.

All in all, it was evident that as a result of the workshops the following advantages could be realized:

- Managers received immediate background information on the feedback they were given. Purely numerical feedback often leaves room for interpretation
- Against the background of the higher-level workshop question (“What do we all learn from the feedback on how we can further improve our cooperation?”), the feedback became specific and relevant
- Employees and managers were involved in a practical improvement process. The 360° feedback process at DEW21 therefore was not a pure feedback process but more of a specific development process for all managers
- The external Profil M facilitator ensured a constructive and solution-oriented approach in the workshop



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