



Design and delivery of a 360-degree feedback program

COMPANY

Vonovia SE is one of the leading residential property companies in Germany. The company offers flats for rent and purchase in about 630 locations nationwide and provides customer-oriented services.

PROJECT TARGETS

The in-house client is the Executive Management of Deutsche Annington. The objectives of the project are the following:

- Give top managers differentiated feedback on their individual strengths and learning fields.
- Raise awareness of the challenging, broad-based requirements with regard to managers' leadership skills.
- Foster a feedback culture in the company.
- Encourage managers to sponsor the process and act as role models to set the stage for a comprehensive 360-degree feedback program for all managers.
- Deliver an assessment score that has an effect on the managers' variable pay.

FRAMEWORK CONDITIONS

- All 25 managers at F2 level participate in the program.
- All available assessment sources are used, except for customer feedback.
- Names of employees giving feedback are kept anonymous.
- Managers are encouraged to act upon the feedback.

SOLUTION

- Design of a company-specific feedback tool: nine key requirements used by Deutsche Annington to assess its managers.
- IT-based implementation to protect participants' anonymity and ensure efficient delivery.
- Accompanying managers in conducting mandatory follow-up workshops with their teams.

IMPLEMENTATION

Concept meeting

During the concept meeting with the HR development department, all content-related and organizational issues are discussed to ensure that the program is tailored exactly to the client's needs.

Design of the feedback tool

In addition to the nine predefined key demands placed on managers at Deutsche Annington, which are also used as a basis for assessment in other HR selection and development tools (e.g. in Development Centers), further requirements are identified. These

- are based on the new requirements under the corporate strategy that was developed by the Executive Management,
- apply only to managers at level F2.

In order to give feedback providers maximum assessment security, the criteria were specified further and operationalized for each of the 5 assessment levels whilst placing a focus on behavioral aspects.

Cooperation with our IT specialist

Profil M is the competence center and owns the content. Reflect AG, our cooperation partner of many years and expert on online surveys and questionnaires in HR environments, is responsible for implementing the questionnaire tool in an online tool. The overall responsibility for managing the project rests with Profil M.

Communication with participants

Profil M develops a comprehensive information brochure which is aimed at promoting acceptance of the program and ensuring that the 360-degree feedback tool is applied correctly. The leaflet contains information on the objectives, tips on how to use the tool, on the use of feedback results and the planned follow-up measures after the actual feedback process. The leaflet contains answers to all frequently asked questions.

Moreover, the responsible contact partners at Profil M and Reflect are available during the entire feedback period for any questions the HR development department may have.

As a first step, level F2 managers will be informed by Executive Management

Implementation of the online feedback procedure

Managers designate five peers and ask them for feedback using the 360-degree feedback tool. They are also assessed by their supervisor and all their direct reports and are asked to make a self-assessment.

Everyone who gives and receives feedback is sent a link via –mail. This link provides access to the online portal where users can make their assessment.

All feedback results are then aggregated by a computer program (average scores per group of feedback providers) and individual results reports written on the basis of these results. These reports are sent to:

- the manager himself/herself
- the Executive Management
- the HR development division

Facilitated follow-up workshops with the teams

In a facilitated follow-up workshop with his team, the manager discusses the feedback results with his team (the feedback provided by colleagues and the supervisor is not communicated to the team). In this team discussion, opportunities to improve cooperation are discussed and developed.

In the first round of the 360-degree feedback process, the follow-up Workshops are facilitated by a Profil M Consultant.

Annual performance review

During the annual performance review meeting, managers and their supervisors discuss the results of the 360-degree feedback program and of the ensuing workshop with the respective manager's team. This allows supervisors to determine measures to support the manager in this process.

RESULTS

- The response rate was 94%, and all 25 managers received comprehensive feedback.
- During the facilitated follow-up workshops, all 25 managers defined measures to improve cooperation with their teams.
- The Executive Management gained an in-depth, detailed overview of the managers' heterogeneous strengths and development areas. During the annual feedback meeting, this knowledge was used as a basis for discussing and determining the next steps to promote the manager's personal and professional development.
- The 360-degree feedback program has become a well-established and widely accepted feedback tool in the company. The managers at level F2 have already completed their second round of the program. In an adapted form, the program is also being implemented for other target groups in the company (e.g. high performers, young talents).



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