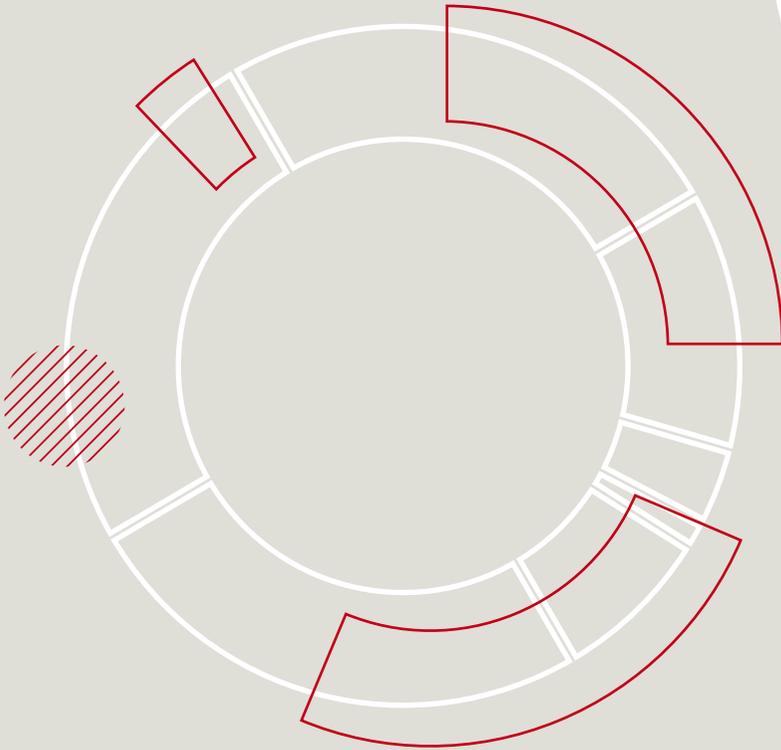
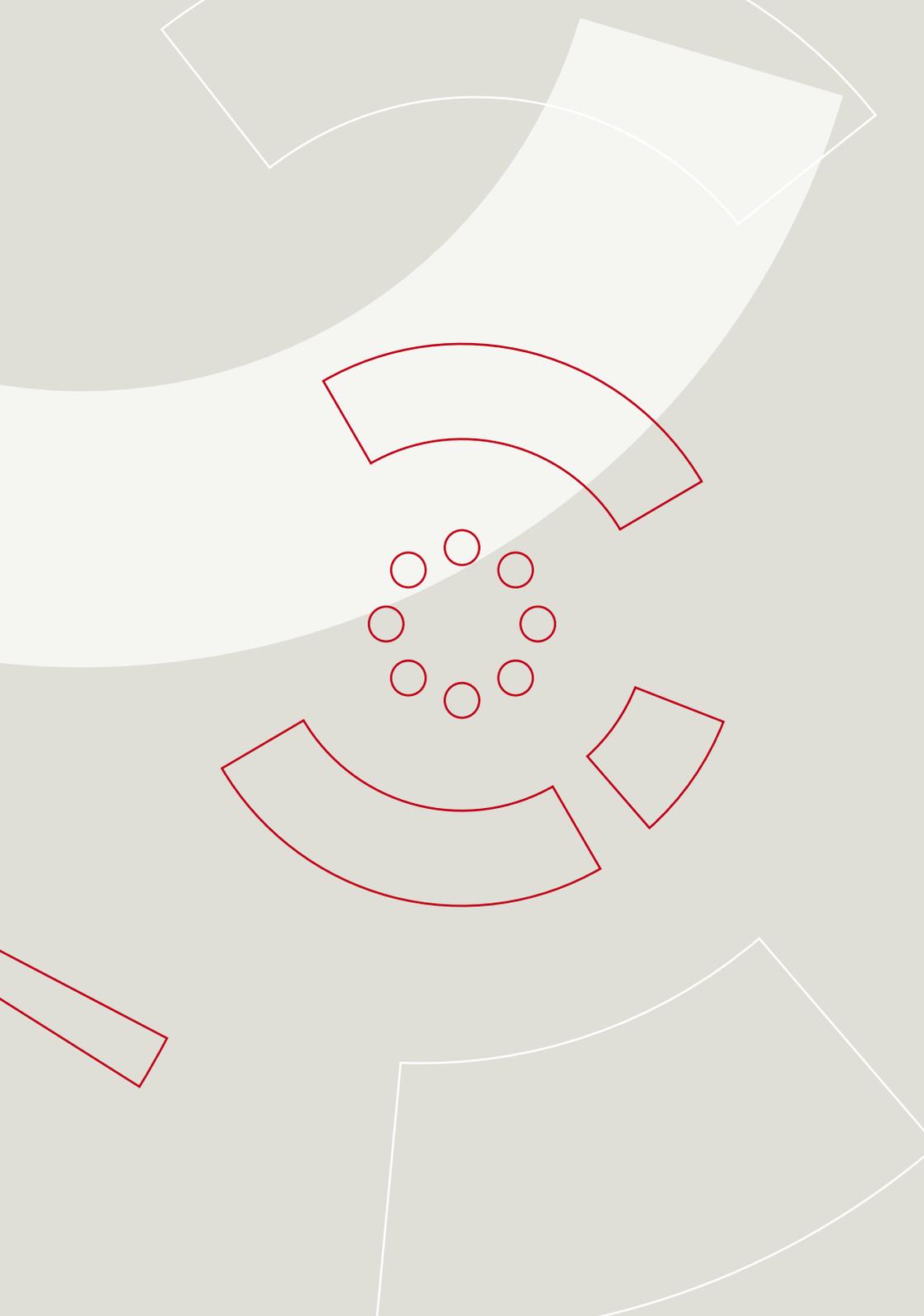


# 360° Feedback System

A system for feedback and appraisal





## About GatenbySanderson

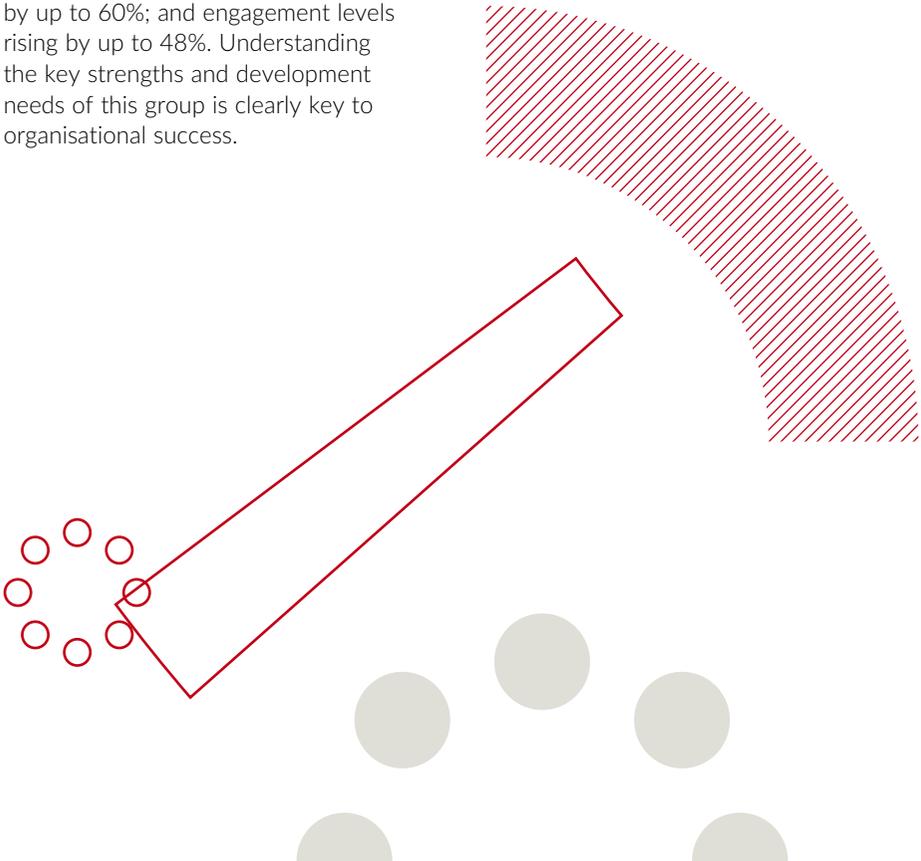
GatenbySanderson is the UK's leading people intelligence business advising public, not for profit and education sectors. We find and develop people, to shape a better society.

The GS Leadership & Talent Consultancy team comprises Occupational Psychologists and Learning & Organisational Development specialists delivering solutions that include board review and development, leadership development, top team facilitation, executive coaching, talent, change and restructuring advice, and executive and managerial assessments. The team includes experts who are experienced in the design of bespoke assessments and development diagnostics, including 360° feedback questionnaires.

# Why use our 360° feedback system?

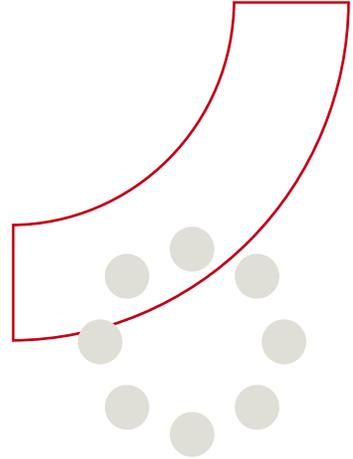
Our research has found that the most significant people issue for our clients across the public and not for profit sectors is the development of their senior leaders. This tallies with external research: Gartner research identified 'Current and Future Leader Bench Strength' as a top 5 people priority in 2020 with 37% of HR leaders struggling to develop effective senior leaders. This research showed that initiatives (such as 360°) to equip leaders to understand their strengths and weaknesses in context led to: an uplift in individual performance by up to 40%; their team's performance by up to 60%; and engagement levels rising by up to 48%. Understanding the key strengths and development needs of this group is clearly key to organisational success.

Many leaders receive limited feedback from others, who may find it difficult to be candid; direct reports and external stakeholders for example. Enabling these individuals to provide feedback anonymously can support key shifts in recognition of blind spots and areas for development, as well as enhancing your organisational development, talent and succession planning processes through key insights into your leadership population.



# Enhance the performance of your leaders through tailored 360° developmental feedback

Our 360° feedback system builds your leaders' skills in a focused way, be it through enhancing individual self-awareness, coaching and development, or providing an organisational view of the group strengths and risks of your leadership population. Our user-friendly platform, developed with the latest features and technology, is highly configurable to provide a seamless 360° feedback experience for participants, and valuable organisational level insights to support your ongoing talent, recruitment and development plans.



*Ideal for use in:*

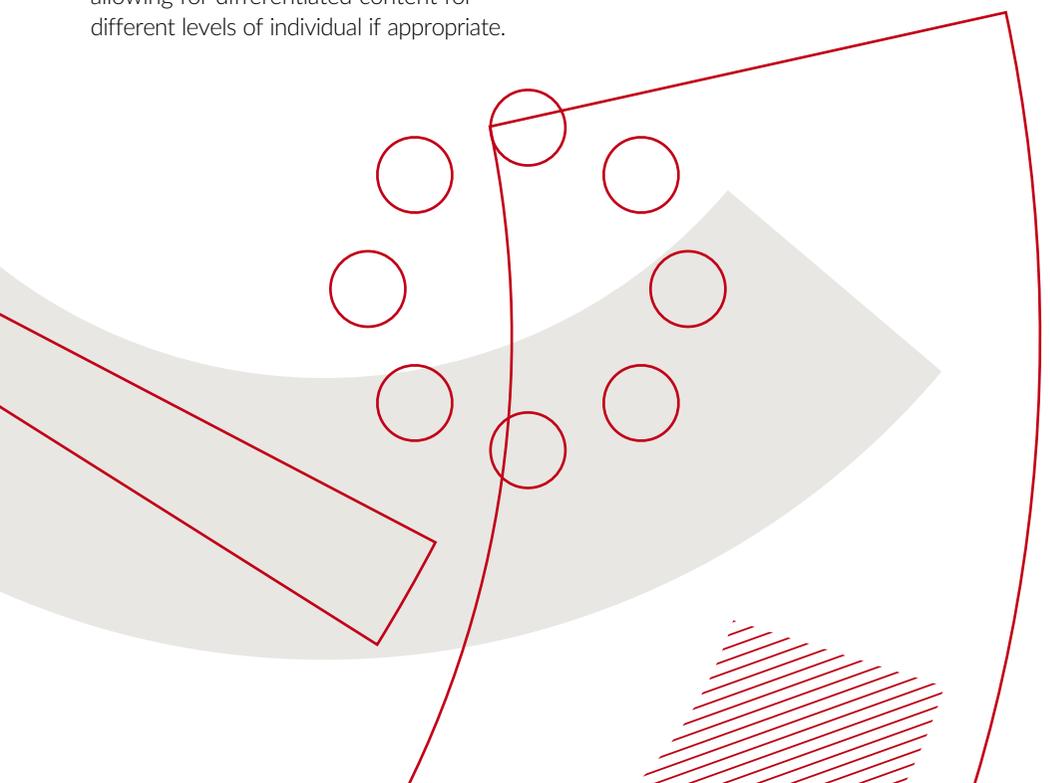
- *Individual development planning*
- *Individual coaching*
- *Auditing leadership population(s) to identify behavioural strengths and risks*
- *Development programmes*
- *Talent and succession planning*
- *Performance management.*

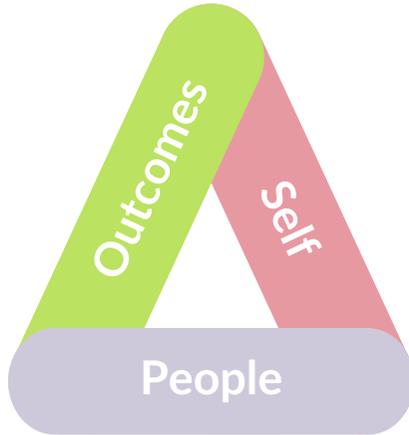
# Measuring Critical Behaviours

The GatenbySanderson 360° is available with a pre-populated model of behavioural excellence in the public and not for profit sectors, 'Altitude', or it can be populated with your own behavioural framework content.

GatenbySanderson's Altitude model has been created from extensive and continuous research of public and not for profit leaders to determine and benchmark what behavioural excellence looks like for leaders in these sectors. The model consists of 12 behaviours clustered into three areas: Focus on Self, Focus on People, Focus on Outcomes. Each behaviour has indicators at 4 levels allowing for differentiated content for different levels of individual if appropriate.

It offers a unique opportunity to help your leaders (and future leaders) hone and adapt their behaviours by gathering feedback from key stakeholders about their performance against key criteria that will impact their leadership success. The model can be mapped to your own frameworks to ensure that the behaviours that are most important in leaders within your own organisation form the key focus of the feedback process.





## Focus on Self

### **Engage and Inspire**

Confident and visible, is an inspiring ambassador

### **Courage and Tenacity**

Optimistic, resilient and persevering

### **Engender Trust**

Authentic, shows integrity and true to oneself

### **Be Curious and Agile**

Adaptable, responsive, flexible and hungry to learn



## Focus on People

### **Make Relationships Count**

Builds positive, meaningful and sustainable relationships

### **Influence and Impact**

Achieves outcomes by winning hearts and minds

### **Build Team Unity**

Brings teams together through common goals

### **Promote Collaboration**

Achieves better service by working with others



## Focus on Outcomes

### **Social Heart, Commercial Head**

Balances quality service with financial considerations

### **Drive Strategic Clarity**

Navigates ambiguity to create a clear way forward

### **Tackle Tomorrow**

Delivers transformation, balancing risk and innovation

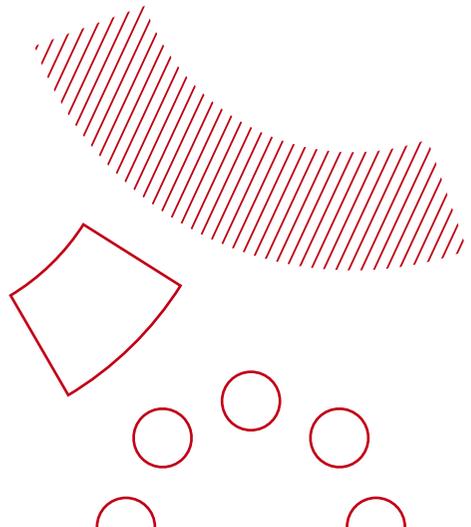
### **Futureproof Talent**

Harnesses the value of diversity and inclusion

# Customisation options

## **Our 360° feedback system offers market leading flexibility.**

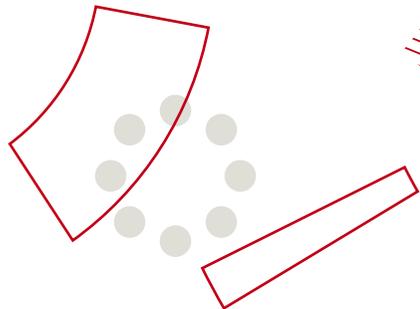
- Fully tailorable question content: Gather feedback based on our Altitude leadership model, your own model or a blend of the two; add or remove questions to create a fully tailored solution to ensure you cover the critical behaviours relating to your strategy.
  - Use different question types (for example add free text inputs at any point in the 360°).
  - Fully tailorable rating scales and rating scale descriptions.
  - Define the contributor categories that make sense for participants to gather feedback from in your organisation, name specific internal and external stakeholder groups so that your employees understand how they are perceived by different groups.
  - Contributor nominations: Allow individuals to nominate their own contributors (with minimum numbers pre-set), or pre-define them and our managed service will upload them to the system for you.
  - Fully tailorable email content as standard, aligning all communications with your key organisational messages. Different email content can be used for participants and their contributors to ensure clarity of messaging, and greater detail for those who need it.
- Reminder emails can be sent on a schedule or as and when required, to maximise completion rates.
  - Flexible branding options; from the addition of logos and colour schemes through to full branding. We can embed videos or images to set the context and enhance the link to your own organisational branding and processes.
  - A choice of reports and the option to tailor them ensures that the outputs received by your employees are perfectly suited to enhancing self-awareness and development.
  - Reports available with or without cohort benchmarks.
  - Add specific 'biodata' questions to support the organisational level analysis that meets your strategic needs (i.e. to enable comparisons by role/grade/department/any other factors specific to your organisation)..



# Key features and benefits

## Leveraging the latest technology to deliver the features you need with the security standards you expect.

- Uniquely configurable and customisable with most options included at no additional cost.
  - Benchmarking. Enable individuals to see how they compare to their peers, with benchmark scores available as an option in reports.
  - Maximise the benefits of the data for your organisation: Through aggregate reports and tailored set-up we can monitor and report back against key categories that matter to you. This identifies trends and patterns of strengths and development needs in your workforce, supporting your ongoing talent, recruitment, and development plans.
  - Enhance completion rates: Our 360° utilises the latest technology and is enabled and optimised for all mobile /tablet devices; 24 hour online access enables busy stakeholders to provide feedback anonymously at a time that suits them. Confirmation emails ensure confidence in those taking part that their responses have been submitted.
  - Anonymity of those giving feedback guaranteed through automated combining of categories when numbers in a given contributor group are so low that individual feedback may be identifiable.
- Unique, secure GDPR compliant delivery of reports. Participants can receive their reports via their password protected online dashboard, removing the risks of emailing out sensitive personal reports and providing convenient access and safe storage of reports for future reference.
  - Fully managed service with automated reminders and real-time reporting. Reminder emails to all those taking part in the 360° review process can be delivered on a set schedule, and/or at any specific point required. Regular project level updates can be provided in real-time.
  - No need to pay an expensive licence fee: our published set-up and per participant rates include a fully managed service, maintenance and support costs, with no limits on the number of contributors per participant.
  - Specialist support offered via email and telephone as standard to all those completing the tool.



# Additional support available

- Designing a new model of what behavioural excellence looks like in your context and reflecting this in a bespoke 360°.
- Reviewing and adapting content from your existing behavioural model to create your own 360°.
- One-to-one feedback and coaching sessions to help leaders get the most out of their 360° reports and drive their performance.
- Group feedback sessions to help individuals understand how to use their 360° reports.
- Training for your HR team or managers on how to deliver 360° feedback sessions to support individual development.
- Broader talent audit and benchmarking support to identify key strengths and risks for a population.
- Design and delivery of development programmes to tackle organisational level development needs surfaced by aggregate 360° reporting.

The GatenbySanderson 360° Feedback System is available through the cloud software and services framework ('G-Cloud 12') on the Government's digital marketplace: [www.digitalmarketplace.service.gov.uk](http://www.digitalmarketplace.service.gov.uk)

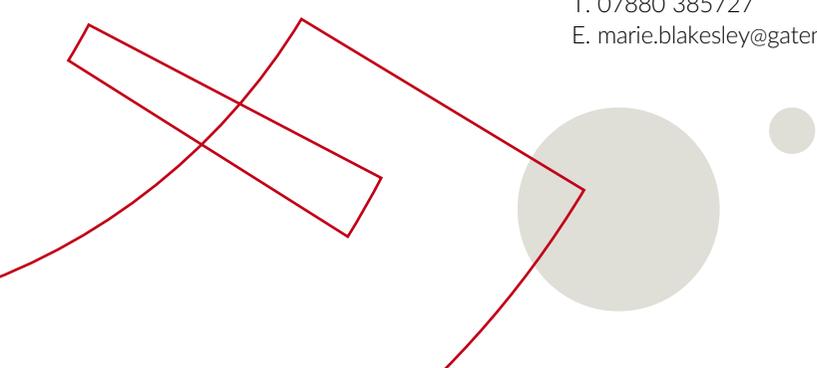
For more information about our 360° Feedback System, and how it can be made bespoke to your organisation, please get in touch:

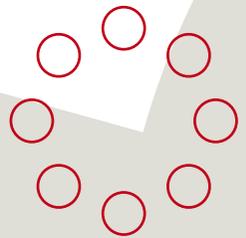
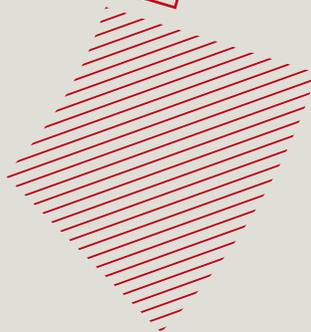
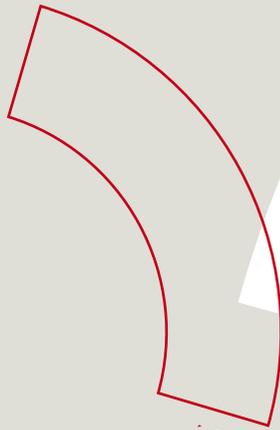


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