



How other people view behaviour

For everyone to be able to do their work well, it is essential that they understand their own actions and know what they are capable of. Added to that, it is good to understand which competencies are important for that work and how these can be recognised in one's own behaviour. The Reflector 360 reports on what people specifically demonstrate through their behaviour, based on the competencies relevant for the job. This knowledge can help employees to make a better contribution to their own role. The Reflector 360 also offers a perception of how a person can develop further in order to possibly also provide input to other roles.

Other people's perspective

For employees to gain an insight into what they are capable of, it is good to get them to assess their own competencies systematically. But that only gives one perspective. To get the most balanced picture, it is certainly just as important to include the assessment of the various parties in the vicinity, such as managers, colleagues, employees and customers. They often see more of the employee's behaviour in different situations. Differences and similarities among the various perspectives offer valuable starting points for discussions about the use and development of competencies.

Combining different points of view

The Reflector 360 is an instrument employees can use to collect information about their behaviour at work. Managers in many modern

organisations lack the necessary information to give their employees objective feedback on all points. The Reflector 360 collects the assessments about the employee from all the parties concerned, which is why it is called a 360 degree feedback instrument.

Many uses

The Reflector 360 can be used in almost all situations in which employees' development and growth are paramount. Here are just some of the possibilities:

- Development of competencies.
- Input for coaching and performance appraisal.
- Management Development programmes and career management.
- Measuring the effect of education and training.
- Management information as a result of the aggregation of assessment data for groups of employees as a whole.

A picture of behaviour at work

In the Reflector 360, behaviour is described in terms of competencies, such as customer orientation, leadership, initiative, entrepreneurship et cetera. The competencies are expanded into descriptions of specific behaviour. In each case, effective behaviour is compared with ineffective behaviour.

PiCompany routinely works with a competency model of 43 competencies. But Reflector 360 is a flexible instrument: if required, we can include your own competency definitions and

descriptions of behaviour. Eight to ten competencies essential for successfully fulfilling the job in question are selected for the Reflector 360.

Clear report

The feedback report is divided into the following parts:

- **Introduction:** advice on how to use the report.
- **General impression of results:** the personal scores set against the average score of all respondents.
- **Detailed account of the results:** the personal scores set against those of the various groups of respondents separately (managers, colleagues, employees, customers).
- **Detailed list of items:** all the scores for each description of behaviour for the competency in question.
- **Analysis of strengths and weaknesses:** an account of the behavioural aspects that are strongly developed and those that need to be improved for each competency.
- **Development tips:** concrete suggestions for improving the less strong competencies.

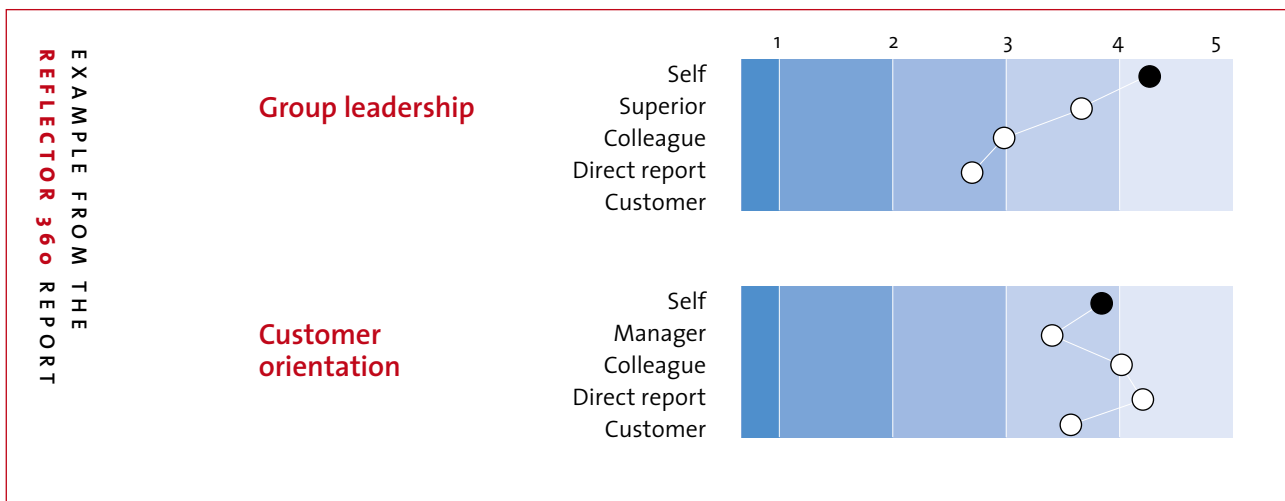
- **Individual Development Plan:** a model the person involved can use to translate his or her personal development into concrete actions and plans.

Assistance with administering and usage

For the Reflector 360 to be valuable, it must become solidly embedded and be followed up. PiCompany assists organisations to create an appropriate infrastructure around the Reflector 360. This includes training members of the organisation to:

- Provide information about the instrument
- Conduct feedback sessions
- Coach employees on the basis of the results of the Reflector 360.

We also provide various means of support (manuals, interview models, et cetera) relevant to the Reflector 360 to assist managers as much as possible in the day-to-day coaching of their staff. Our aim is for organisations to be able to work on their own with our instruments as soon as possible.



PiCompany links your organisation's ambitions to your employees' performance. We offer solutions that touch on performance management, leadership, competency development and selection.