

ABOUT EASTMAN & GUARE

- Consulting to business needs for over 20 years
- Experts in customized human performance solutions

www.eastmanguare.com

SERVICES OFFERED

- Strategic Alignment
- Customized Assessment
- Leadership Development
- Competency-based Learning Design
- Team Development
- Coaching

ASSESSMENT BENEFITS

- **Alignment** - Align talents with strategic direction.
- **Insight** - Provide valuable feedback to target development efforts.
- **Focus** – Implement critical learning and coaching programs.
- **Tailored change** - Adapt to needs of various groups and roles.
- **Cost savings** - Invest in development programs needed most by individuals and groups.
- **Confidentiality** - Allow responders to provide candid feedback with no risk of personal identification (with the

Introduction to Customized 360° Assessment and Feedback

Most leaders and managers want to know how they are doing in the eyes of their co-workers and colleagues. Multi-rater feedback - feedback from others - is typically more revealing and relevant than self-assessment, and has been shown to be more accurate than feedback given only by one's boss.

Some call this type of feedback 360° feedback. Imagine the individual in the center of a full (360 degrees) circle with feedback coming from all around. This type of feedback ensures that those who work with and know the individual can offer feedback based on their perspective.

Customize for Your Organization

There are many standard 360° feedback instruments available for leaders and managers. While these assessments have value, they frequently fall short of being truly relevant because of their generic measures. The competencies, behaviors, skills, or styles measured in these assessments are not always those that have the most value and meaning to an organization or to a specific job. This is especially true of organizations that want their managers and leaders to receive feedback based on the competencies required in their own organization and work culture. These organizations find more value in comparing individuals against a group in their own organization vs. a data base of workers in other organizations.

Online Efficiency

The ability to design, develop, and implement a 360° feedback process has become more viable with web-based tools and practices. Using the highly flexible Panoramic Feedback™ platform, we design and implement an assessment tool to meet your unique needs. This assessment includes numeric as well as narrative questions, and produces a series of highly informative reports to benefit developmental, alignment, and succession decisions.

Eastman & Guare Customized Assessment Components

Communication



We assist you in communicating with managers and employees to ensure there is a clear understanding of the assessment purpose and process. This includes aligning the assessment to your strategic needs, offering managers coaching tips, and following up on progress.

exception of the subject's boss).

APPLICATIONS

- **Employee development**
Gain the insight and information needed to create development plans based on job performance. These plans might include training, coaching, or job rotation.
- **Leadership and management**
Many organizations use 360° feedback to define, communicate, and develop the specific competencies needed to lead and manage others.
- **Career development**
This involves discovering strengths and weaknesses to help guide a person's career direction.
- **Succession planning**
Leadership is crucial to an organization's success. 360° feedback offers a better understanding of the profiles of future leaders.
- **Coaching**
Executive coaches and in-house managers use assessment to provide insight and stimulate discussion with the person being coached.
- **Team development**
Using a composite report, work units and teams explore needs at the group level.

Competency Definition



If you already have a competency model, we develop questions to measure the associated skills, behaviors, and attitudes. If you do not have a competency model, we provide expert consultation and direction on the identification and definition of competencies for your company or department.

Questionnaire Design and Administration



A variety of questionnaire designs and answer scales are available in our customized assessment. Typically, a combination of numeric and narrative questions is used. We help you design the questionnaire to obtain the information you require and expect.

We manage the process start-to-finish, responding to user questions and ensuring full confidentiality, security, and integrity.

Report Generation



Comprehensive and summary feedback reports for individuals and groups are prepared in hard copy as well as electronic formats. Reports vary in length depending on your requirements, and we offer a streamlined (5-7 pages) Management Summary to assist your managers in understanding their direct reports' results. This summary includes our professional interpretation of each subject's results.

Feedback Delivery



We provide an interactive and informative session for feedback recipients, allowing them to take their feedback to the next level of insight and development. Individuals may receive their feedback in small workshop groups and/or one-on-one meetings.

Use assessment as an essential driver for learning, communication, and change. **Receive a free initial consultation by contacting Wandy Browne at 207-799-8687 or wandy@eastmanguare.com**

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