

## HOW CAN THE HAYES GROUP HELP MAXIMIZE 360° FEEDBACK?

### ○ **Create personal development plans**

Hayes works with organizations to develop plans that give specific actions for a manager to improve personal productivity and effectiveness. The plans provide improvement suggestions in three areas: stretch job, coaching and formal training. These development plans are incorporated into a company's performance management program and tie directly to performance goals and feedback.

### ○ **Coach managers on being more effective**

Hayes offers one-on-one coaching sessions providing feedback on the 360 instruments and the action plans. In addition, Hayes conducts workshops on coaching that teach managers how to effectively coach others, using the 360 data.

### ○ **Identify training needs**

The 360's sometimes show that the organization overall has specific needs such as a lack of delegation, inadequate financial skills, etc. Hayes works with organizations in identifying workshops and training that specifically address organizational needs - and that make a difference in overall effectiveness. Many times this training already exists with Hayes or other organizations. In other situations, this training is developed specifically for a client, focusing on the immediate need, and is implemented in a timely and cost-effective manner.

### ○ **Probe for more information**

Sometimes the 360's reveal needs that require more information. Hayes works with organizations to follow-up on specific areas by probing for more information through interviews or conducting focus groups with selected participants. Often the Job Relations Inventory (JRI) can be used to obtain further information beyond the 360. The JRI also gives specific strategies for managers to follow in order to enhance their coaching and leadership skills.

### ○ **Remove barriers in the organization**

The 360's sometimes reveal barriers that negatively affect individual and organizational productivity. Hayes works with corporate teams, individual managers and employee groups to identify strategies and actions to remove these barriers. Often these interventions can involve reengineering processes, restructuring the organization, re-training programs and/or culture change.