

Executive development through structured feedback

360° feedback supports executives and managers in their professional development. Constructive feedback is a key factor in allowing managers to compare their own view of themselves with how other people see them.

Through 360° feedback the managers receive information about their performance from a range of different people, so from several different perspectives. A manager's professional and interpersonal competencies are evaluated by superiors, peers, direct reports and others (e.g. customers or service providers).

The managers are then able to compare their own impression of themselves with the external view. This multiple perspective sharpens the managers' awareness of their own strengths and development areas and gives them concrete direction for subsequent professional development.



The 360° feedback process

Basis

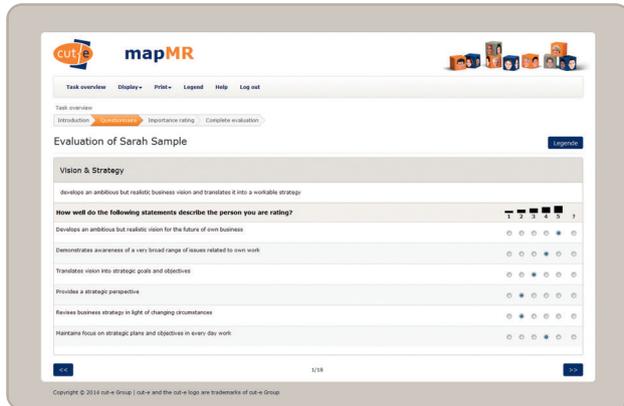
With the 360° feedback system, *cut-e* allows you to administer and interpret multi-rater feedback processes online. These include comprehensive 360° feedback processes as well as 180° feedback (where managers receive feedback from their direct reports only), or management feedback (where managers receive feedback solely from their line managers). The 360° feedback system contains the *shapes360* questionnaire as standard. The *shapes360* questionnaire evaluates 18 management competencies in a structured and reliable way. Alternatively, it is also possible to integrate corporate competency models and questionnaires.

shapes360 competency model

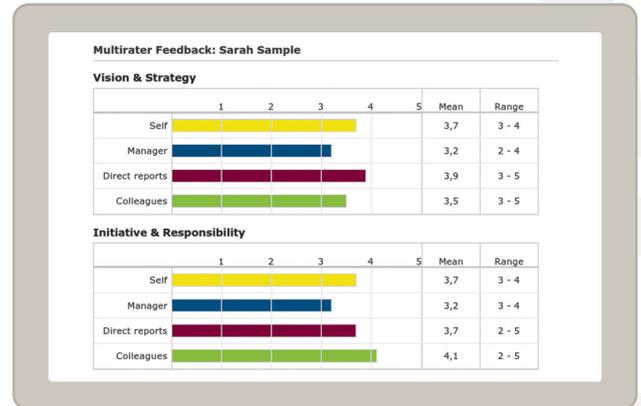
Interactive	Operative	Intellectual	Emotional
Influence	Business Development	Vision & Strategy	Initiative & Responsibility
Networking	Bottom-line Focus	Organisational Awareness	Steadiness
People Management	Execution	Analysis & Judgement	Self Development
People Development	Systematic Approach	Professional Expertise	
Effective Communication		Innovation	
Constructive Teamwork			

Questionnaire

The *shapes360* questionnaire covers 18 competencies and takes approx. 20 minutes to complete. Open and multiple choice questions can be easily added. In addition, it is also possible to rate the relevance of individual competencies in relation to the role of the manager in question. This allows competencies to be prioritised.



Screenshot 360° feedback system



360° feedback report extract

Process & administration

The 360° feedback process is usually managed by *cut-e*, although the system is also suitable for self service. Many different functions are available for entering and adding projects and candidates, for sending e-mails and creating various reports. The feedback providers can be nominated through the system, by the managers themselves or by their superiors.

Results

The results provide a comprehensive overview of how each manager evaluates the individual competencies compared with the evaluation of the people around them. In addition, results can be summarised clearly according to each feedback provider group. The report also includes detailed descriptions of the individual competencies as well as the highest and lowest ratings. Group-based reports are available on request.

Available languages

The system, questionnaire and reports are available in several languages. The language versions are continually updated. Additional language versions are available on request.

cut-e is a world leader in the design and implementation of innovative online tests and questionnaires for recruitment, selection and development. *cut-e* helps companies identify people with the right capabilities and cultural fit to deliver optimal business results. *cut-e* carries out over 12 million assessments per year in over 70 countries and 40 languages.

