

# Philips

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## Developing employees globally using 360 degree feedback

### Case study at a glance

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- 1 Challenge**  
Better enable employee development in line with key competencies
  - 2 Solution**  
Created a 360 feedback programme to focus employee development
  - 3 Result**  
Powerful business impact, helping develop employees' capability in line with business strategy.
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Philips is one of the world's leading diversified technology companies, primarily focusing on healthcare, consumer technology and lighting.

Philips undertook an extensive, global search for a new 360 degree feedback partner, appointing ETS in 2013.

## ➔ Challenge:

The main business objective for Philips was to introduce a new 360 degree feedback programme that would better enable development of its employees.

**Magdalena Bracco**, HR Group Project Leader, Center of Expertise Leadership, Talent and Learning at Philips, explains:

“ We really believe in the power of feedback to grow our employees, and the 360 tool is the starting point for effective conversations and development plans. ”

The brief to ETS was that the 360 feedback tool and reports should be intuitive, making it easy for employees to set up, give feedback and interpret the results afterwards.

## ➔ Solution:

### The questionnaire

Philips and ETS ensured that the 360 questionnaire aligned with a new competency framework and leadership behaviours introduced at Philips. This allows people to see clearly their areas of strength and their development needs against behaviours that are key for their career at Philips and to help the business to grow.

### The system and reports

The 360 degree feedback tool was designed to be easy for employees to use – an essential requirement given the fact that it would be used by employees all over the world. Participants using the system, either to set up a 360 process or to complete feedback, are given step-by- step, on-screen guidance.

The report generated by the system and given to participants afterwards is equally clear and simple, highlighting just a couple of feedback themes and development areas. We created these in a highly visual format, graphically displaying key findings rather than showing lots of data.

**Magdalena Bracco** explains the thinking behind this:

“ Our brief to ETS was that reports should ‘go beyond the number’ to explore key themes and capabilities for particular roles as this is more meaningful and beneficial for participants. This then allows them to have a focused development discussion with their line manager. ”

## Future support

In addition to the work on the 360 tool and questionnaire design consultation, our business psychologists have supported HR teams and managers at Philips with a series of training webinars. These focused on how to structure and manage effective behavioural development conversations.

There are also further plans to develop the 360 feedback tool used by Philips. We're exploring the addition of a questionnaire builder function, which would allow users to build their own questionnaires and select the competencies they wish to be measured against.

## ➔ Result:

The response to the new 360 degree feedback programme from the managers and executives who've used the system so far has been very positive. Participants particularly like the fact that the 360 feedback questions are connected to the new competency framework. This means that they get an insight into their strengths and development areas in relation to key business or leadership competencies.

Perhaps most importantly, in terms of the 360 feedback process leading to behavioural change, people are finding that the reports are easily-actionable.

**Magdalena Bracco** adds:

“ *The business impact has been powerful in helping peoples' development. For us as a business, it's invaluable as great leadership is critical to our continued success.* ”

## ➔ Summary:

### Business impact of 360 degree feedback

- Enabling great leadership, which is critical to business success
- Helping inform development plans for all employees globally
- Really positive response to the 360 process from managers and executives.

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**If you'd like help with 360 degree feedback or a broader development challenge, please contact us:**



Call us on **01932 222700**



Or e-mail us at **info@etsplc.com**

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