



## Reflector 360

### Create insight into competencies!

#### What am I capable of?

Knowing what you are capable of is important to be able to perform well. This means gaining an insight into the nature of your competencies and how they can be recognised in your own behaviour during your daily work. Armed with this knowledge, employees can improve the quality of their contributions to their own job role, while also developing themselves to be able to make a valuable contribution to other roles.

#### What do people I work with think?

To gain insight into their own capabilities, employees should be able to systematically evaluate their own competencies. But that is just one possible perspective. For a more balanced view, it is equally important to get the various individuals in the employees' environment involved in the assessment – for example, supervisors, colleagues, employees and customers. The similarities and differences between the various perspectives – also known as 360-degree feedback – offer valuable starting points for discussions about the deployment and development of competencies.

#### How can Reflector 360 help with assessment and development?

Reflector 360 is an assessment tool that employees can use to gather information about their behaviour in the workplace. In many modern organisations, the management lacks the necessary information to be able to provide feedback to their employees. Colleagues,

customers, assistants, or even suppliers often see more of the employee's behaviour and – even more importantly – they see how the employee copes in a variety of situations. Reflector 360 collects the assessments from these sources and can therefore be termed a 360-degree feedback tool. Reflector 360 is also a subcomponent of Time for Talent<sup>®</sup>, PiCompany's online environment for competency and performance management.

#### What are the possible applications?

Reflector 360 can be used in almost all situations where development and growth of employees takes precedence.

A selection of these possibilities includes:

- Development of competencies;
- Input into the coaching and appraisal interview;
- Management Development routes and career management;
- Measuring the effectiveness of education and training;
- Management information via the aggregation of assessment data of groups of employees as a whole.

#### What does Reflector 360 measure?

Reflector 360 creates a map of behaviour in the workplace. This behaviour is described in terms of competencies, such as customer focus, leadership, commitment, entrepreneurship, etc. In the questionnaire, the competencies are developed into descriptions of concrete behaviour.

Effective versus ineffective behaviours are compared in each case.

PiCompany works as standard with a competency model containing 43 competencies. However, Reflector 360 is a highly flexible tool: if necessary, we can incorporate your own competency definitions and behaviour descriptions. For each participant, we select eight to ten competencies that are essential for the successful performance of the job.

### What does the Reflector 360 report contain?

The feedback report consists of the following components:

- **Introduction:**  
instructions in how to use the report;
- **General results overview:**  
the individual scores compared against the average scores of all respondents;
- **Detailed results overview:**  
the individual scores compared against the scores of the different individual respondent groups (supervisors, colleagues, employees, customers);
- **Detailed item overview:**  
all scores for each behaviour description of the corresponding competency;
- **Strength-weakness analysis:**  
an overview for each competency of the behaviours that are already strongly developed and those showing room for improvement;

- **Development tips:**  
concrete suggestions on how to improve the weaker competencies;
- **Individual development plan:**  
a model in which the person concerned can translate his or her personal development into concrete actions and plans.

### How does PiCompany support its use?

The value of Reflector 360 relies on good integration and follow-up. PiCompany supports its clients in creating a suitable infrastructure based around Reflector 360.

This means, among other things, training the client in:

- giving advice about the tool;
- conducting feedback discussions;
- coaching employees on the basis of the results of Reflector 360.

In addition, we provide aids (manuals, discussion models, etc.) for Reflector 360 so as to provide managers with the optimal support in the day-to-day coaching of their people.

We strive to ensure that users can get up and running independently with our tools as fast as possible.



PiCompany links the ambition of your organisation with the performance of your employees. We offer solutions in the field of performance management, leadership, competency development and selection.