

Reflector 360

Certification course

Goal of certification

- Enhancing the quality of use of the Reflector 360 by practising the implementation of the Reflector 360 and giving feedback.

Results

The participant:

- Knows the possibilities and applications of the Reflector 360;
- Has insight in own test results;
- Can interpret Reflector 360 results on behalf of personal - and/or career prospect;
- Is capable of constructing a coaching route based on the Reflector 360.

Program

- Introduction
- Feedback in organizations
- PiCompany model and competency profiles
- The questionnaire; the Reflector 360 process
- Interpreting the Reflector 360 report
- Giving feedback based on the Reflector 360 report
- PDP

- **Discussing the test case and homework**

- Introduction
- Practical experience
- Live case
- Evaluation and certification

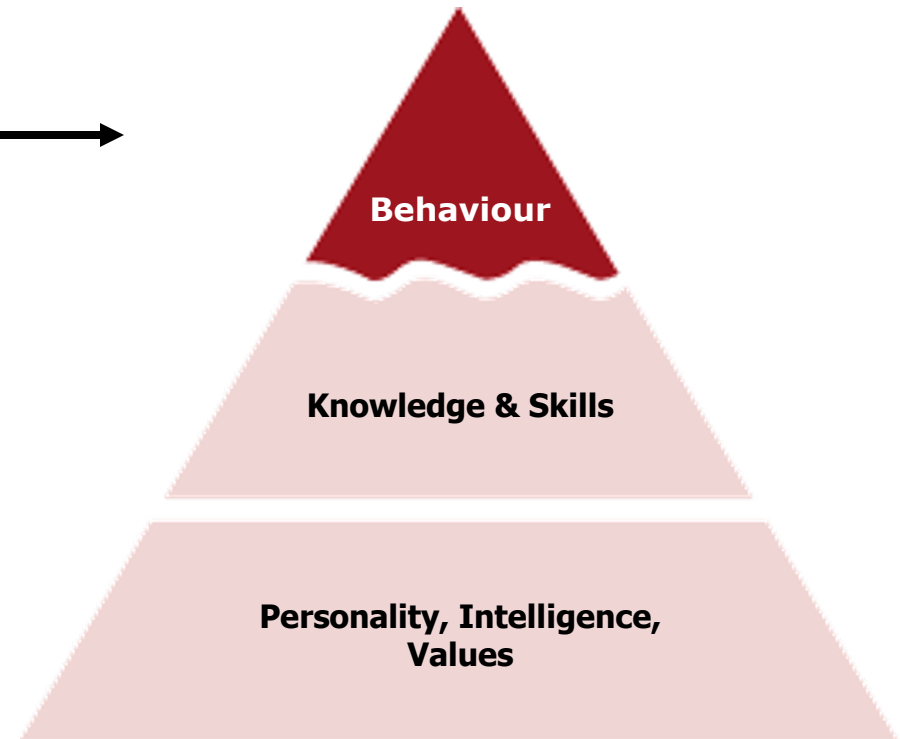
The Iceberg Model and assessment instruments

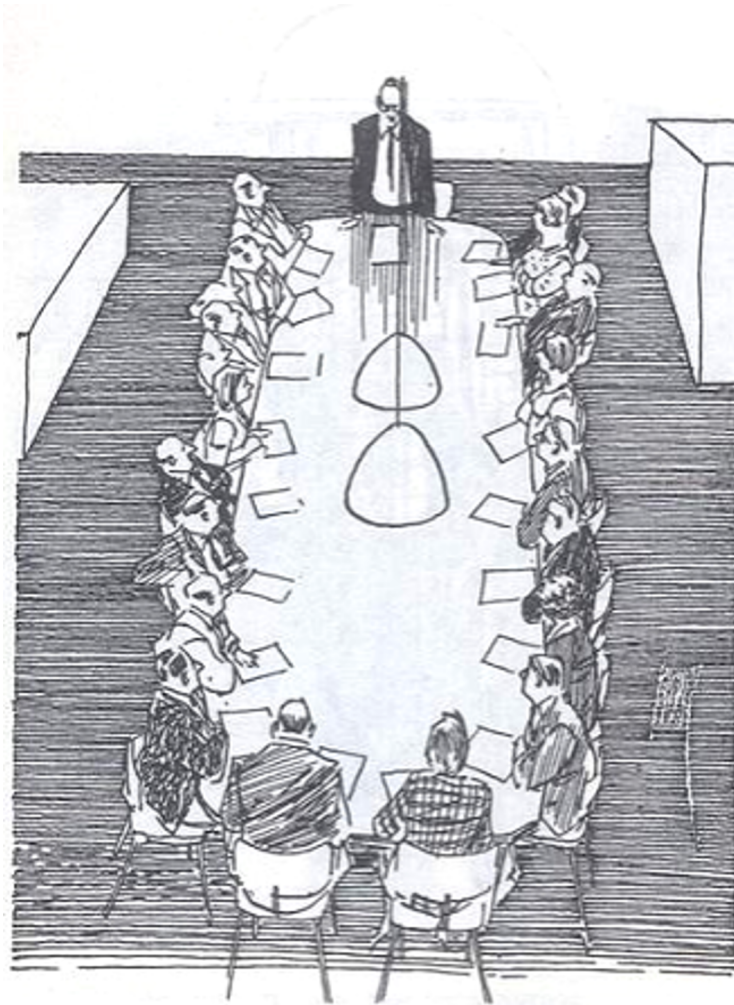
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Reflector
360



Reflector Big
Five
Personality





"We could save a lot of time if you would just leave everything up to me"

360-degrees feedback



Customer

Manager



Self



Direct report

Colleague



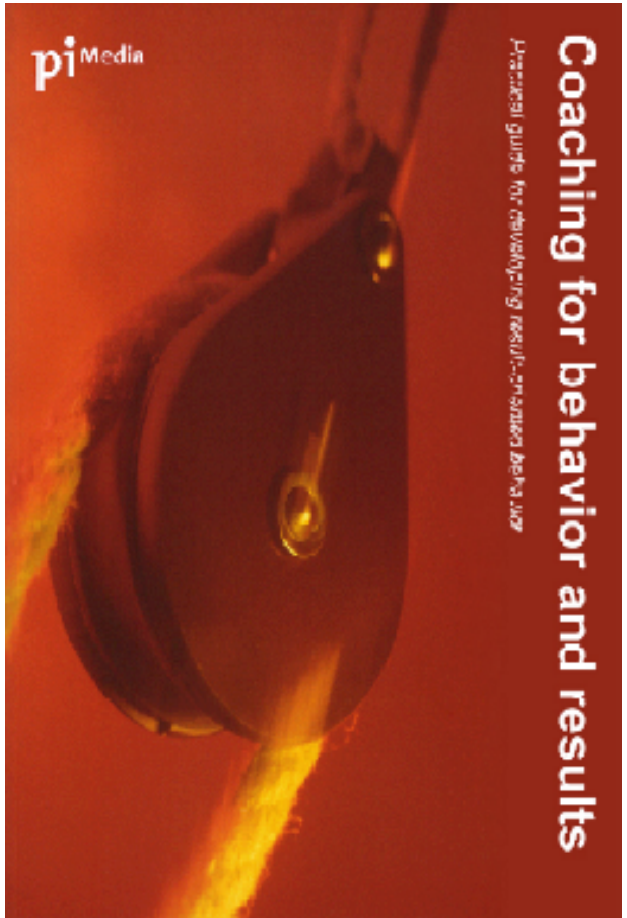
The role function profile as a basis for the Reflector 360, 360-degrees feedback

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WHAT

HOW

Coaching for behaviour and results



Competency levels

Level 1

Displaying basic effective behaviour or displaying effective behaviour when the environment provides immediate reason for doing so.

Level 2

Displaying effective behaviour independently and on one's own initiative.

Level 3

Stimulating others in the immediate working environment to display effective behaviour, partly by displaying exemplary behaviour oneself.

Level 4

Inspiring others within the entire organization to display effective behaviour by creating the right conditions and displaying exemplary behaviour oneself.

Development tips and coachingactivities

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- **Development tips**

Frequently ask yourself what you have realized instead of what you have done.

- **Coachingactivities**

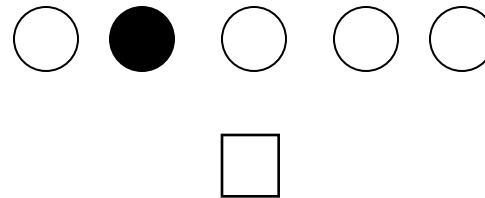
Help the employee to divide final objectives for the longer term into feasible and measurable sub-objectives and formulate them clearly.

Reflector 360 questionnaire

- bipolar questions
- 5 questions per competency
- all questions have to be answered
- additional open questions

The questions

Indicates how employees can develop themselves



Lets employees choose how to develop themselves

According to you, which behaviour does the participant especially has to continue?

According to you, which behaviour does the participant has to show more often?

According to you, which behaviour does the participant has to show less frequently?

The Reflector 360 process

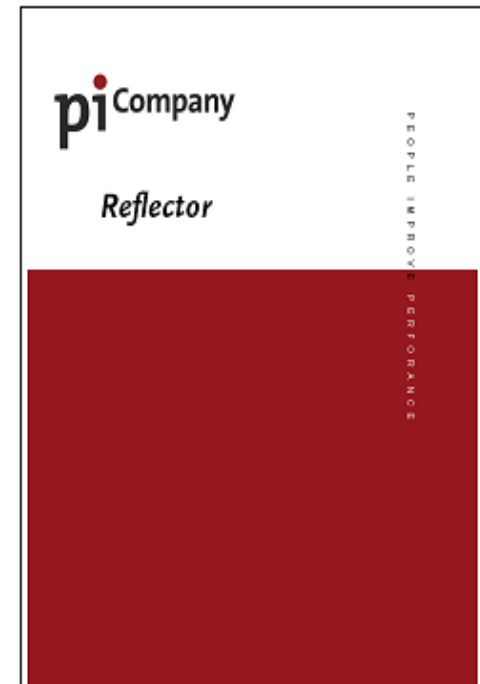
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piCompany
Time for talent



The Report

- Introduction
- Competency overview
- Result overviews
- General overview
- Detailed overview
- Detailed item overview
- Strength / Weakness overview
- Open questions
- Development tips
- Personal Development Plan (PDP)



Five-point scale

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*Sufficiently
developed*

*Developmental
need*

5	Participant <i>always</i> displays the behaviour.	A strong point, more than sufficiently developed.
4	Participant <i>frequently</i> displays the behaviour.	Sufficiently developed, no further development required.
3	Participant displays this behaviour in <i>one situation</i> and <i>not in another situation</i> .	Further training by means of coaching is required.
2	Participant <i>rarely</i> displays the behaviour.	Development by means of specific training and coaching is required.
1	Participant <i>never</i> displays the behaviour.	Intensive development by means of training and coaching is required.

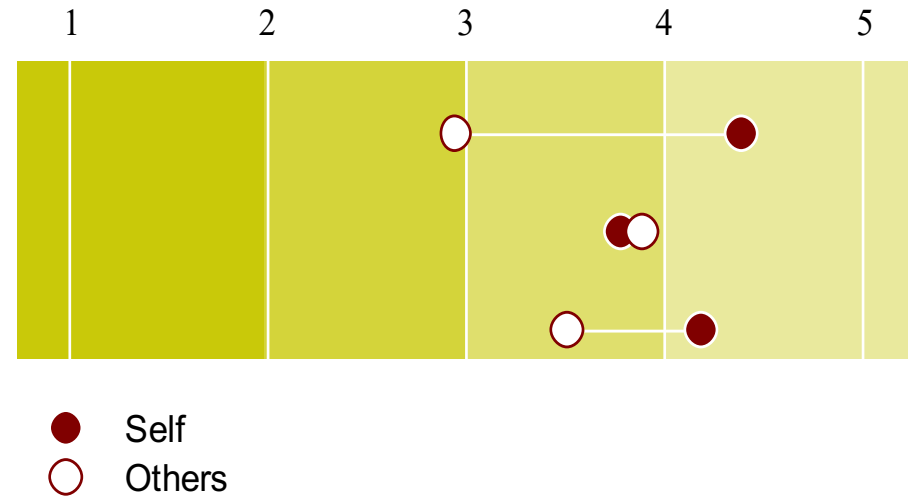
General overview

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Group leadership

Customer orientation

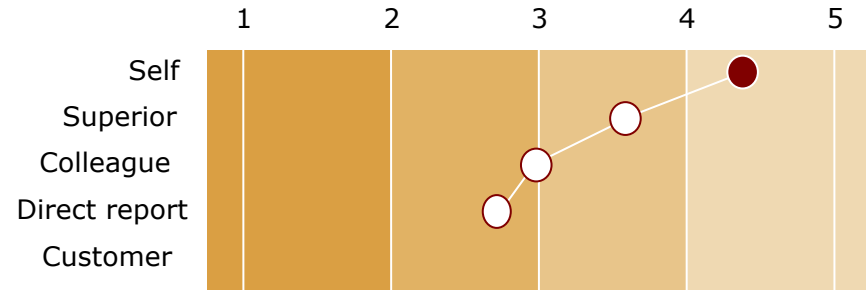
Results orientation



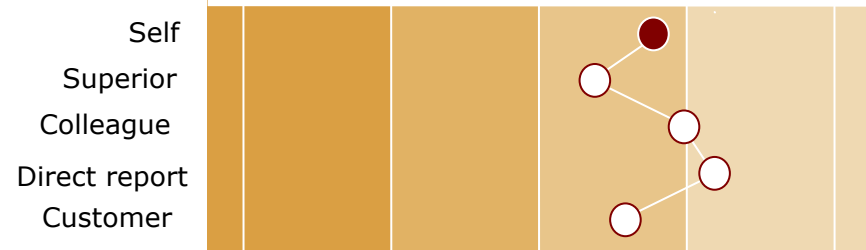
Detailed overview

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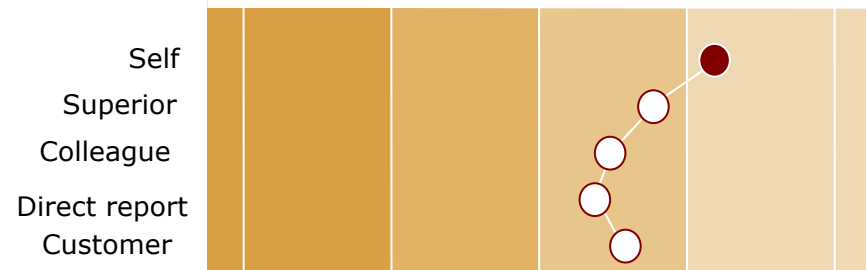
Group leadership



Customer orientation



Results orientation



Detailed item overview

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Customer orientation

Asks questions about both short- and long-term needs of customers

highest		5,00			
average	4,00	4,20	4,00	4,00	4,50
lowest		4,00		4,00	4,00

Makes proposals to customers that are in keeping with their current and future needs..

highest		5,00		4,00	5,00
average	4,00	4,40	5,00	4,50	5,00
lowest		3,00		3,00	5,00

Calls unwise customer decisions into question and makes suggestions for improvement.

highest		5,00		4,00	5,00
average	3,00	4,00	3,00	4,00	4,50
lowest		3,00		4,00	4,00

Clearly indicates what his/ her (division of the) organisation can or can not do for the customer.

highest		5,00		4,00	5,00
average	4,00	4,40	5,00	4,00	4,50
lowest		4,00		4,00	4,00

Verifies customers' satisfaction and further needs after product/ service delivery.

highest		4,00		4,00	4,00
average	3,00	4,00	4,00	4,00	4,00
lowest		4,00		4,00	4,00

3,60	4,20	4,20	3,90	4,50
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Strength/ Weakness overview

Frequently displayed behavior

Asks questions about both short- and long-term needs of customers.	4.38	Customer orientation
Makes proposals to customers that are in keeping with their current and future needs.	4.00	Customer orientation
Sets ambitious goals.	4.00	Results orientation

Least frequently displayed behavior:

Delivers results better or sooner than expected.	2.50	Results orientation
Asks all team members for their opinion.	2.50	Group leadership
Shows recognition and appreciation for team/ group achievements.	2.83	Group leadership

Open questions

KEEP ON DOING IT

What behaviour do you and your respondents think you should keep on displaying?

Who	Answer
Self	Working toward goals in a direct manner (initiating/taking action, not just waiting for things to happen or behaving in a passive manner). Those are the things I myself consider the most important strengths in my behaviour. Therefore I would like to keep showing/exploiting these.
Superior	Delivering excellent plans and continuously paying attention to the results that have to be achieved. Having a good eye for the relationship and similarities between different processes/projects. Excellent in monitoring progress.
Colleague	Keep coming up with proposals, actively participating in meetings/discussions: you often inspire others and make them be 'tuned in'.
Direct report	Being clear about what has to be done and how. Good schedules and planning's.
Customer	Giving professional and hands-on advice/solutions. You quickly had an understanding of our needs. Practising what you preach, reliability: you put your money where your mouth is!

Group overview

