

# **360° Feedback for the Management Team**

## **Guide for Raters**

### ***Leadership Appraisal***

**June - 2009**

## Contents

- ① Leadership Development in Gamesa
- ① Raters and Ratees
- ① Assessment process
- ① Ensuring confidentiality and anonymity
- ① Some tips before you start
- ① Steps to access the on-line questionnaire
- ① Support service during the process

## Leadership Development in Gamesa

- This presentation contains the guidelines to be followed for the 360° Feedback - Leadership Appraisal in Gamesa
- As rater, we ask you to read this presentation carefully. Please do not hesitate to contact us (Human Capital Management or PeopleMatters) for any questions you may have (see contact details at the end of the document)
- We thank you in advance for your participation and collaboration in this process, which will undoubtedly help to improve leadership competencies in Gamesa

## Raters and Ratees

### Professionals invited to participate in the **360° Feedback - Leadership Appraisal:**

- Ratees
- Raters
  - Direct and functional managers
  - Peers
  - Internal clients/suppliers
  - Direct reports
  - Self-assessments



## Assessment process

- Participation is **voluntary**
- It is entirely managed by PeopleMatters, in order to ensure **confidentiality**
- Assessments are conducted through an **on-line questionnaire** which is accessed through a link that PeopleMatters will provide to each rater
- Each rater receives an e-mail from PeopleMatters with an **exclusive user name and password** to access the questionnaire
- Each assessment consists of a **questionnaire with close-ended questions** and the possibility to **write comments** on the strengths and areas of improvement for the person assessed, regarding each leadership competency
- PeopleMatters elaborates **individual reports for each ratee** (the direct/functional manager and Human Capital Corporate Team will receive a copy). Additionally, Corporate and Managing Directors will receive **global reports**

## Ensuring confidentiality and anonymity

- The process is completely confidential and anonymous
  - Ratees choose the people they would like to receive feedback from (their raters), but receive no information regarding who completes the assessment, ie **the raters are not identified at any time**
  - The results are shown only in aggregate form. **The person assessed does not access individual assessments from each rater**
  - **A minimum of 4 raters per group (peers, internal clients / suppliers and direct reports) are designated as raters.**
  - **Results are given only when a minimum of 3 raters per group give feedback** (except direct/functional managers)
  - Written comments from raters are transcribed literally and jointly for all raters, ie, **the person assessed does not know which rater made each comment**

## Some tips before you start

- **Keep in mind the more common and frequent behavior of the person assessed**, not just the one in recent days or weeks
- Consider behaviors in the **context of the role and responsibilities of the person assessed**
- Try to be objective. **Being overly positive or overly negative does not help to improve**
- **Add written comments** on the strengths and opportunities for development of the person assessed. This will help him/her to provide texture and tone for the feedback
- **Make sure your assessment relates to observed behaviors and not to (presumed) personal traits**
- Do not be led by value judgments
- Face the assessment with the **dedication and professionalism** that you would like others to have with you. Take the time and effort needed
- If you do not have sufficient evidence on a certain behavior, select “No Response” answer, but try to use it only in those cases

## Some tips before you start (cont.)

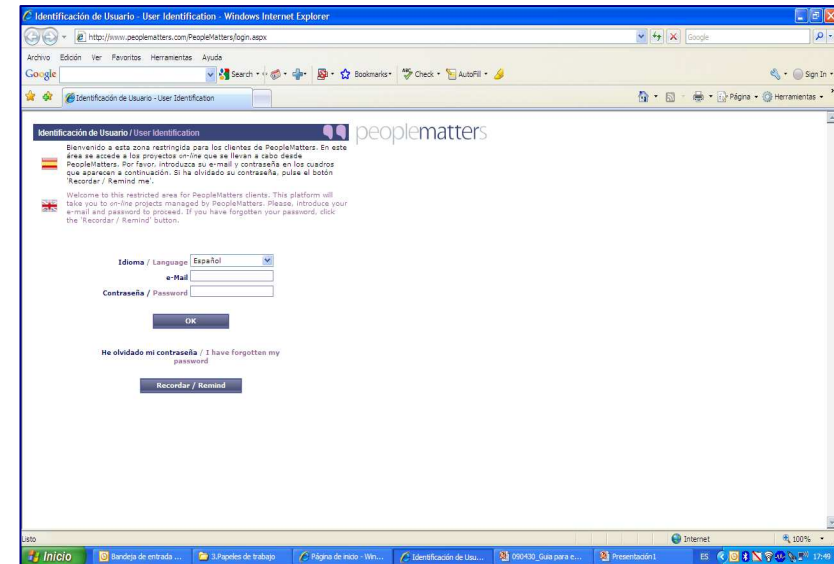
### ● Try to avoid most common distortions of evaluation processes

- **Halo effect:** the tendency to judge somebody as being totally good or totally bad because one aspect or trait of the person is good or bad
- **Central tendency:** Tendency to assess the person at the midpoint of the scale. May reflect the fear to make positive or negative assessments
- **Positive or negative polarization:** Tendency to focus evaluations on the top or the bottom of the scale
- **Similarity:** Tendency to make more favorable judgments of those individuals perceived by the rater as similar to him/her

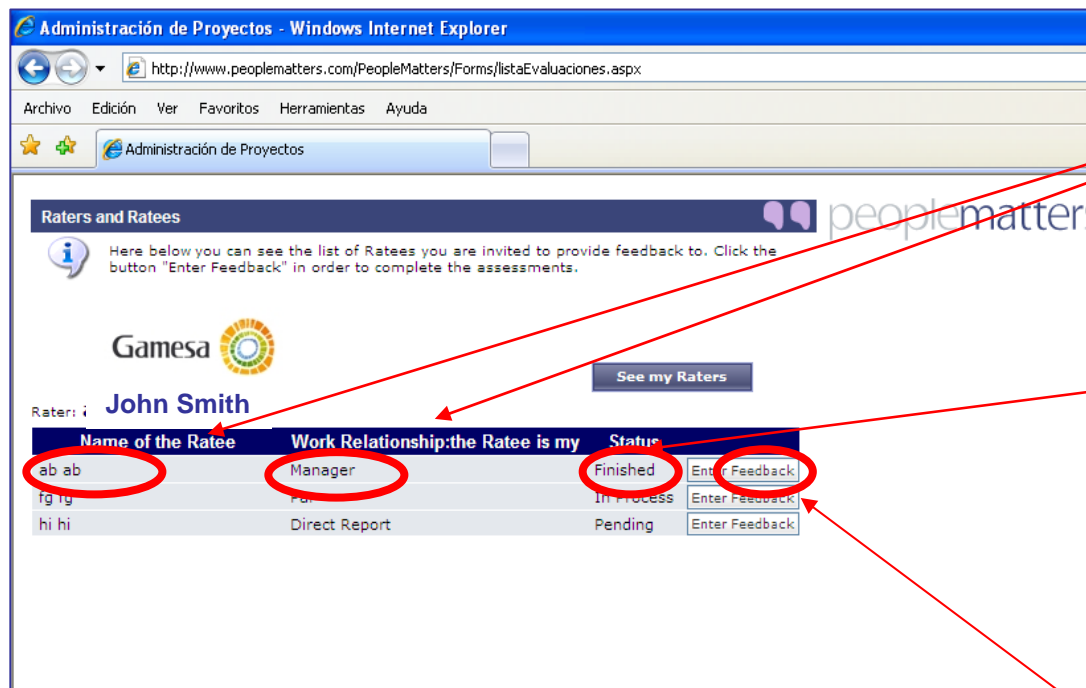


## Steps to access the on-line questionnaire

- Access [www.peplematters.com/PeopleMatters/login.aspx](http://www.peplematters.com/PeopleMatters/login.aspx)
- Introduce your e-mail and password to proceed and click on "Ok"
- If you have forgotten your password, click the "Remind" button and the password will be automatically sent to you
- If the problem persists, please contact PeopleMatters (see contact details at end of presentation)

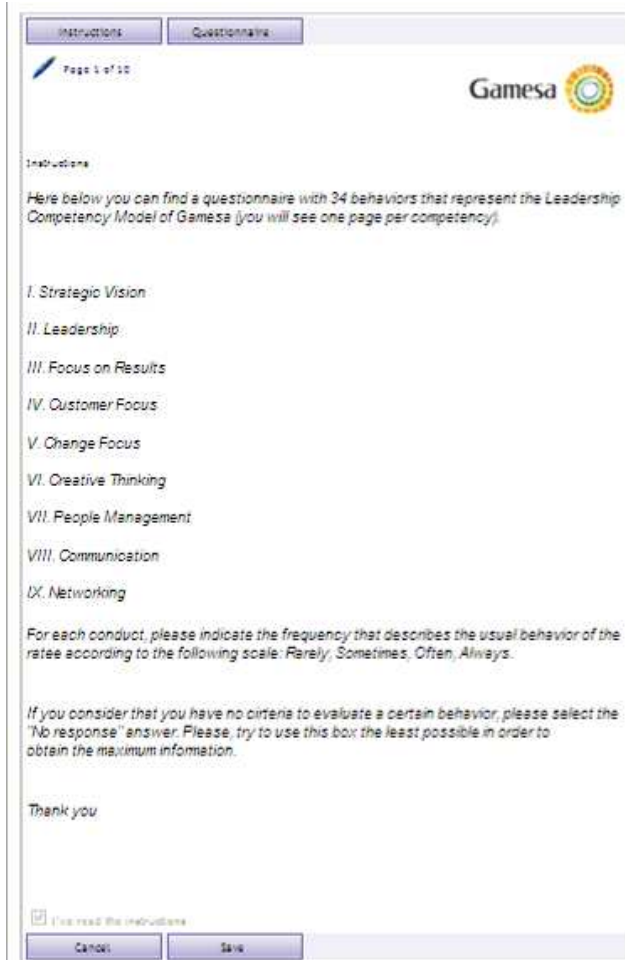


## Steps to access the on-line questionnaire (cont.)



- Once you have accessed, you will see the **list of people** you are asked to give feedback to (the ratees), as well as your relation with them (Manager, Peer, Internal Client, Direct Reports, Self-Assessment)
- Also, you will see the **status of the assessment**:
  - Pending (not yet started)
  - In process (started but not finished)
  - Finished (can not be changed)
- To **enter feedback** click on "Enter Feedback"

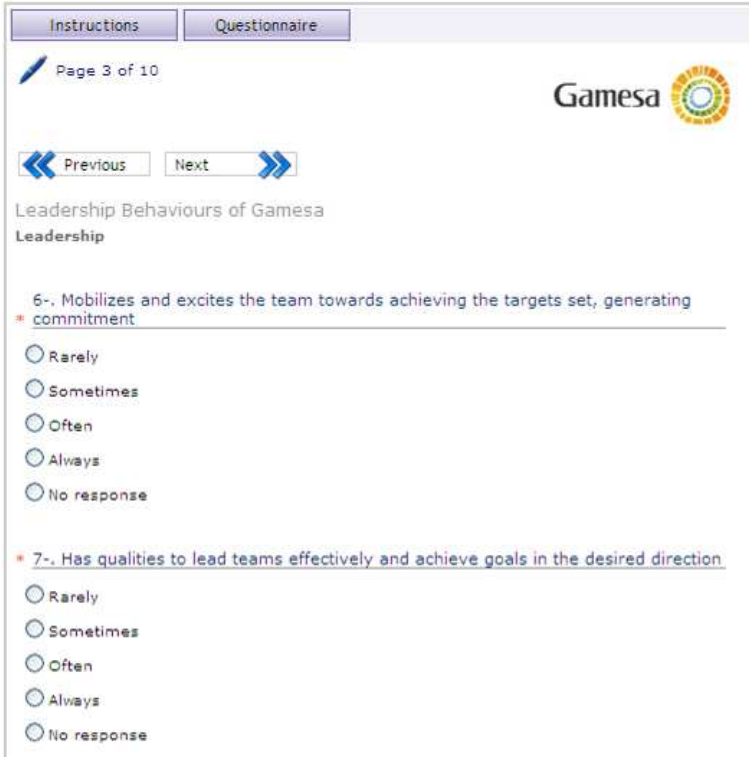
## Steps to access the on-line questionnaire (cont.)



- **Please, read carefully the instructions before you start the assessment**
- **To start the assessment, click "Next"**

## Steps to access the on-line questionnaire (cont.)

- ⦿ The questionnaire is divided into two different parts:
  - ⦿ **Close-ended questions:** you are asked to assess the frequency which better reflects the usual behavior of the ratee, according to the following scale (Rarely, Sometimes, Often, Always)
  - ⦿ **Comments** and recommendations about the ratee's strengths and areas of improvement. **We recommend to include constructive comments** as they enrich the assessment results and facilitate their interpretation by the ratee (comments will be transcribed word for word in the individual report, but in aggregated format, in order to keep all comments anonymous). Take into account the language of the people assessed when you make a comment



The screenshot displays the 'Questionnaire' tab of the Gamesa online assessment tool. It shows 'Page 3 of 10' and navigation buttons for 'Previous' and 'Next'. The title 'Leadership Behaviours of Gamesa' is visible, followed by the sub-header 'Leadership'. Two questions are listed, each with a frequency scale:

- Question 6: 'Mobilizes and excites the team towards achieving the targets set, generating commitment'. The scale options are: ☐ Rarely, ☐ Sometimes, ☐ Often, ☐ Always, and ☐ No response.
- Question 7: 'Has qualities to lead teams effectively and achieve goals in the desired direction'. The scale options are: ☐ Rarely, ☐ Sometimes, ☐ Often, ☐ Always, and ☐ No response.

## Steps to access the on-line questionnaire (cont.)

### Example:

1. STRATEGIC VISION
4-. Provides a clear overview and a broad perspective of the Organization and the business
<input type="radio"/> Rarely
<input type="radio"/> Sometimes
<input type="radio"/> Often
<input type="radio"/> Always
<input type="radio"/> No response

Please use the "No Response" answer as little as possible in order to get maximum information from the assessment

## Steps to access the on-line questionnaire (cont.)

34-. Keeps value-added relationships with key people outside Gamesa and takes  
\* advantage in the Company's interest




☐ Rarely  
☐ Sometimes  
☐ Often  
☐ Always  
☐ No response

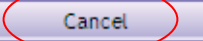
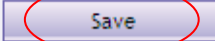
-. Comments about the competency Networking


-. If you want to continue with the questionnaire, click "NEXT"

If you wish to modify your answers from the previous competencies click "START/INSTRUCTIONS"

If you want to exit, you can click "SAVE" and then "CANCEL"

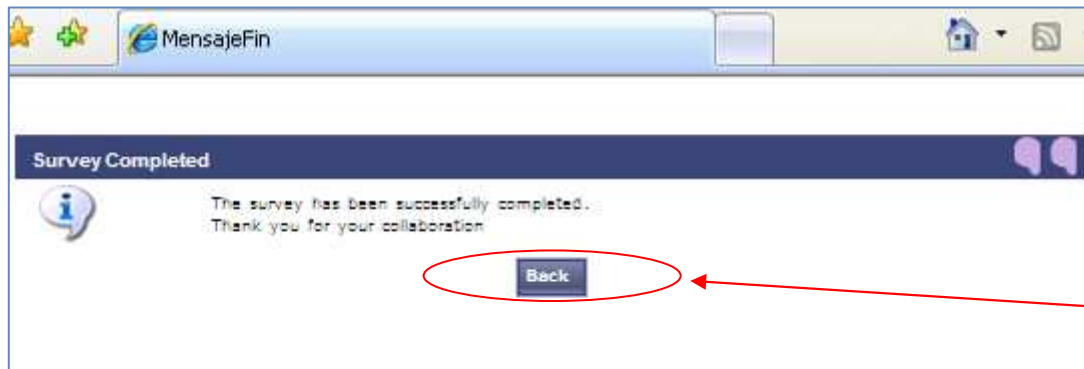
 Previous  Finish 

 If you want to **log out and continue the assessment later saving your answers**, click "Save" and then "Cancel"

 If you have completed the assessment and you want **exit**, click "Finish". After this, you won't be able to change your ratings

## Steps to access the on-line questionnaire (cont.)



Once the assessment is complete, you will see this message:

***"The questionnaire has been successfully completed. Thank you for your collaboration"***

## Support service during the process

- If you have any queries during the process, please contact PeopleMatters:

By phone: +34 91 781 06 80
By mail: <a href="mailto:feedback.gamesa@peplematters.com">feedback.gamesa@peplematters.com</a>
<b>Contacts:</b> <b>Andrea Duque / Yineth Avilés</b>