



FACTS

TARGETED FEEDBACK®

AN ALTERNATIVE 360° MULTISOURCE APPROACH TO DRIVE BEHAVIOR CHANGE

DDI's *Targeted Feedback*® is a breakthrough alternative multisource approach designed to accelerate behavioral change and to overcome common barriers to traditional 360° implementations. "Targeted" means targeted toward focused development—it uniquely shifts the focus from employee evaluations and ratings to actionable development.

Targeted Feedback® energizes development by revealing an individual's top-priority strengths and growth areas. Subjects come away with clearer direction and an understanding that people are willing to help them effectively change specific behavior in a positive way. Thus, organizations receive a greater return on investment (ROI) in the form of measurable development results.

BENEFITS

The primary benefits of the *Targeted Feedback*® approach include:

- > Feedback is perfectly suited for development purposes.
- > Feedback focuses subjects' attention on the top three strengths and growth areas.
- > Subjects are not overwhelmed by feedback data.
- > The process is faster and less tedious for all involved.

- > The process engenders a support network among managers, peers, and direct reports.
- > Feedback is more actionable, increasing your ROI.

THE DETAILS

Who Should Use *Targeted Feedback*®

Targeted Feedback® is appropriate for associates at all organizational levels, from individual contributors to executives.

Actionable Outcome

Targeted Feedback® is based on DDI's 36 years of research, design, and practical application of assessment practices with thousands of leading organizations worldwide. As with traditional 360° instruments, *Targeted Feedback*® gathers observational information from multiple respondents about a person's performance based on key organizational competencies. The survey results provide insightful comparisons between the subject's view of his or her strengths and areas for growth, and how others perceive them in terms of strengths and development needs.

In some organizations, the "report card" feel of multisource instruments creates indifference or defensiveness among subjects. Some subjects receiving traditional multisource results often are confused by the large number of competencies about which they receive feedback and the apparently small differences among the competency ratings. Conflicting data can shroud intended outcomes and confuse subjects. After receiving their reports,

subjects may feel uncertain about required next steps and who will help them in their development plans.

In certain situations (see the following table), traditional multisource surveys may be the most appropriate approach for an organization. The structure of the *Targeted Feedback*® approach, however, effectively diminishes many problems inherent to traditional multisource processes by focusing on actionable feedback, not rating scales. Because respondent feedback is concentrated on a maximum of three competency strengths and three growth areas, it is less confusing and is more actionable.

Targeted Feedback® also includes an optional “Willingness to Support” feature. This enables respondents to register a willingness to help subjects with their development. It can accelerate behavior change by creating expectations among respondents for improvement actions on the part of the subjects.

Using *Targeted Feedback*®

Targeted Feedback® is administered using DDI’s proven multisource survey platform, *Leadership Mirror*®, a sophisticated, web-based, e-mail-leveraged system. *Leadership Mirror*® offers users either the traditional or targeted feedback approach. It enables organizations to conduct enterprise-wide multisource assessments involving large populations, small teams, or individuals, using the Internet. Competencies, standard or customized, are preloaded into the system by DDI in coordination with the *Targeted Feedback*® client.

Starting at the Home page, an intuitive interface helps survey participants walk through the system. As the subject of a survey, users evaluate themselves and send survey

invitations to others—managers, peers, direct reports, etc.—via e-mail. Respondents provide feedback by responding to the survey online.

When thinking about a subject, respondents select up to three competencies that they believe are that person’s strongest, relative to other competencies on the list. They also are directed to select up to three competencies in which they feel the subject requires improvement. No matter the number of competencies in the survey, respondents never need to work in-depth with more than six.

For each of the competencies selected, respondents choose from a short list of key behaviors—those that they feel most contribute to the subject’s strengths or growth areas. Open-ended comment areas enable respondents to offer additional feedback and context for each competency. Finally, for each selected competency, respondents are asked to indicate their willingness to support the subject in development efforts (anonymity is always preserved by the system).

After surveys are submitted, subjects can view and print reports, which include respondent comments and “Willingness to Support” results. The Development Resources area helps subjects select important resources and activities for each growth area. It provides the tools necessary for subjects to create and “own” their individual development plans.

To further aid in their development efforts, subjects have online access to DDI’s development support booklet, *What Now?* This booklet guides subjects through each critical step in the process of understanding and using the feedback to address development

WHEN TO USE TARGETED FEEDBACK®

A Traditional Multirater Approach is Recommended When You...	Targeted Feedback® is Recommended When You...
<ul style="list-style-type: none"> > Require detailed data on each competency and key action (e.g., to identify trends, prioritize training, evaluate training effectiveness, and measure organizational performance or success over time). 	<ul style="list-style-type: none"> > Must capture people's attention—and focus results—around a limited number of primary strengths and weaknesses.
<ul style="list-style-type: none"> > Need to measure change over a period of time. 	<ul style="list-style-type: none"> > Want to make the process feel less like a report card.
<ul style="list-style-type: none"> > Need detailed group data across all competencies. 	<ul style="list-style-type: none"> > Want to begin to build a support network involving others in development.
<ul style="list-style-type: none"> > Want normative or comparative data, such as percentiles or survey averages. 	<ul style="list-style-type: none"> > Want to make it easier for respondents to stay within the context of their unique knowledge of the subject.
<ul style="list-style-type: none"> > Are using 360° data beyond just development (not recommended). 	<ul style="list-style-type: none"> > Need to simplify the process for respondents, especially if they have many people to evaluate.
<ul style="list-style-type: none"> > Are using a competency model with fewer than eight competencies. 	<ul style="list-style-type: none"> > Want to jump-start a stalled or tired 360° multirater process.

needs and leverage strengths. An optional half-day training program, Supporting Leadership Development, is also available to help managers better develop their people. A recommended course, Achieving Your Leadership Potential, is available to help subjects plan and execute development plans. Additionally, DDI can provide consulting to ensure that *Targeted Feedback*® is

successfully implemented and fully integrated with your overall development initiatives. Our consulting includes follow-up services to help people interpret reports and create actionable development plans.

TO LEARN MORE

Visit http://www.ddi.com/products_services/leadershipmirror.asp.

CONTACT INFORMATION

WORLD HEADQUARTERS
412.257.0600

E-MAIL INFO@DDIWORLD.COM

WWW.DDIWORLD.COM/LOCATIONS