

## Get the Manager a Full Body CT

### -- The Application of 360-degree Evaluation in Company

Jilong Wang

Suzhou Zumax Medical Company, Suzhou 215011, China

#### Abstract

In current fierce market competition environment, talent acquisition, identification and development has become hot topic of common concern by each enterprise. Thus, they search some tools to help support this task and strategy. 360-degree appraisal is one of kinds appraisals, which provides people more perspectives and feedback on characters, performance, so that make company better understand, improve and develop employees themselves base on appraisal result. This tool has got widely attention and frequently used in lots of enterprises. During actual operation, because of too many impact factors, however, this causes different impact and brings out different results for this company. Therefore, how to better and effectively adopt this tool and technique is worth more study and improving. This essay will introduce and share you company background, appraisal plan, execution process, follow up and future development with the 360-degree application in a real case, which tool plays significant role and bring company more changes and improvements.

#### Keywords

360-degree Appraisal; Management Competency Model; Career Development; Talent Pool.

#### 1. Introduction

360-degree evaluation is not unfamiliar to most enterprises, and many companies have used it when doing performance evaluation and talent inventory. 360-degree evaluation is also known as all-angles evaluation, which was first proposed and implemented by Intel Corporation. During actual application, many companies are faced with pros and cons.

(1) This evaluation is mainly from superiors, subordinates, colleagues, customers and self-performance evaluation. The use of this performance evaluation method will help to break the only superior evaluation of subordinates, and will be more impartial and objective, and feedback from different angles to evaluate the assessed, so as to obtain more comprehensive evaluation information and suggestions. For the person being evaluated, it can also get more evaluation, reduce the blind area, and improve their ability from many aspects.

(2) This seemingly perfect evaluation tool and method will encounter great challenges in actual operation. First, the formulation of assessment content and standards needs to consider the problems existing in the development stage of the implementation company and the specific objects of investigation, and the content design must be based on a certain framework and have a strong underlying logic. Secondly, an evaluation takes a long time and costs a lot, and the whole performance appraisal training is also very difficult for most assessors. There may also be some people who use this to retaliate against others, and some managers and evaluators may be resistant or pay less attention to this method and evaluation result.

(3) In the actual operation process, we also realize that the use of 360-degree evaluation tools in the organization to evaluate the performance of employees is just like going to the hospital

to take a whole-body CT. Although CT can give a comprehensive and thorough examination of the body, often or only applying such a method will hurt the body and will not always be effective. Considering the above influencing factors, when using 360-degree assessment in our enterprise, we should first make a multi-faceted analysis, make various aspects of publicity and communication in advance, provide a variety of programs and take various measures. Furthermore, we should not only rely on this tool and use it too often.

## 2. Current Situation

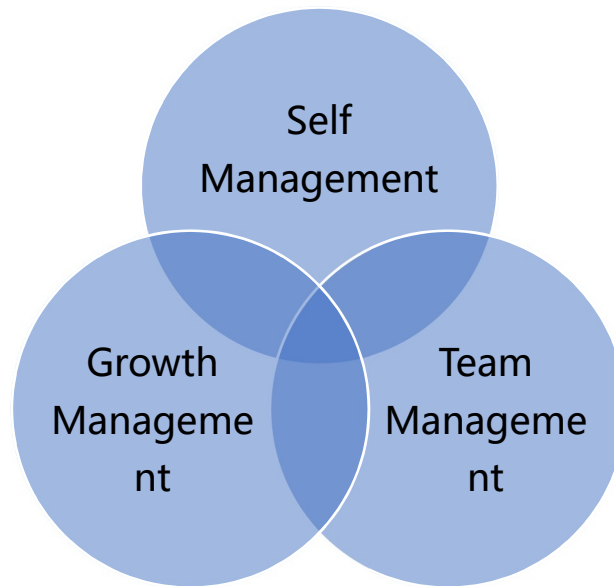
The company is a private enterprise, the development of 15 years, from the initial four people as the founder team rapidly developed into more than 300 people of the company, the company has achieved qualitative improvement. Meanwhile, there is too many problems between company rapid growth and employee competency and capability.

(1) As is the case with the development of many domestic private enterprises, most of the members of the management team hired and appointed from the start-up team are technical background, and many are promoted from within the first line to grow up. Internal employees are extremely stable, more than 60% are local employees, the average service period in the company is more than eight years, the relationship between employees, the relationship between superiors and subordinates is also very loose, there is not much management and control, everyone seems to be a family type of cooperation and division of labor. When the company continues to grow and develop, the scale is getting larger and larger, the organization is getting larger and larger, and each manager faces more and more members, and the comprehensive system requirements are getting higher and higher. However, in the face of such changes, many managers are indifferent or at a loss. They do not realize that after the role has changed, their cognition still stays on doing things, and they do not clearly understand and understand the requirements and positioning of the role of managers. I have seen a cartoon, a small cat, in front of a magnified mirror to look at, the mirror shows a huge figure, like a big tiger, so the little cat mistaken itself as the magnificent tiger. The situation reflected in the cartoon is particularly similar to the cognition of the managers of the enterprise, so the overall lack of self-role positioning and cognition of the managers should be.

(2) In order to make managers clear their roles and positioning, clarify the requirements to be met and responsibilities, and better improve the comprehensive quality and ability of managers, we design the assessment index and competency model of corporate managers. Management master Peter Drock once put forward five basic responsibilities of managers: goal setting, organization and coordination, communication and motivation, performance evaluation and talent training. Based on the five basic responsibilities of managers, we built a corporate manager competency model, which was set and assessed from three aspects: self-management, team management and growth management (as shown below).

(3) Self-role cognition is one of the core qualities in the competency model. In fact, the study of self-cognition has been discussed as early as the ancient Greek, because the knowledge and cognition of self is the most concerned issue of human beings, and is closely related to everyone. For employees in the workplace, clear self-cognition will be related to the development and success of his career, for managers, is the core competency requirements, the relationship better guide and development of the team, for the organization, help to clarify the organization needs to jointly improve the factors and direction, promote talent development and enhance the competitiveness of enterprises. Therefore, under such background and the urgent need of enterprise development, we need to take an effective measure to help our enterprise managers realize what a manager should look like, that is, requirements and standards; And the gap between the current situation of each of us and the requirements and standards of this should

be. Therefore, we hope that through 360-degree assessment, like looking in the mirror, we can more clearly and comprehensively let our managers know and develop themselves.



**Figure 1.** corporate manager competency model

### 3. Plan & Execution

"Forethought is successful, failure is lost." As mentioned above, there will be many obstacles and difficulties in the use of this 360-degree assessment tool, especially this work will be a new concept for many people and there are some unknown "risks". Effective communication and strong enforcement are crucial and necessary to ensure this program successful.

(1) Enterprises should make best use of advantages of this evaluation tool and reduce its adverse effects through better design and operation in actual use process, which can ensure the real use of tool and evaluation work on schedule. Before the evaluation, work out relatively fair, open and impartial evaluation policies and procedures with relevant department heads, and form procedural documents. Based on the established guidelines, as well as communicated with the senior management of the company to reach a consensus, sorted out the evaluation plan and policy, and then submitted it to the management for review to collect more feedback, and then improved the plan and formed the system. In addition, the department publicized and communicated with the employees in advance, so as to form everyone's understanding and prediction of doing this work and establish a psychological expectation.

(2) The content and indicators of the assessment are also based on the BKSA model, including behavior, knowledge, skills and abilities. The specific assessment content includes professional quality, professional knowledge and skills, working style and ability, communication ability, analysis and problem-solving ability, team cooperation and relationship building. In the specific assessment and action plan, the assessment weight is set, and different ranks have different authority and roles in the assessment process. All indicators are quantified, the five-point system evaluation is adopted, the percentage system conversion is carried out, and standardized measurement is carried out. The evaluation results of individuals are compared with the overall average of the company, and indicators are quantified and standardized measurement are carried out.

(3) After all the preparatory work is completed, we begin the formal performance evaluation. In the process of performance evaluation, electronic questionnaires are adopted, which can be

sent to designated evaluators, which greatly saves time and reduces costs. All evaluations are conducted anonymously and the principles of evaluation are emphasized to employees at all times. In order to reduce the worry and pressure of the evaluators as much as possible, it also reduces the malicious retaliation or attack of the evaluated personnel, so as to ensure the objective and fairness of the evaluation results. Maintain active communication with assessors, and give immediate feedback and guidance on problems in the evaluation process. The first time to check the evaluation feedback data, found that abnormal data such as submitted in a very short time or completely consistent or partial completely consistent score results will be dealt with in a timely manner.

(4) At the end of all assessments, valid data are obtained and processed to form an individual assessment report. The main contents of the report are as follows: the average value of the overall score of the company is calculated according to three dimensions, thirty indicators and six aspects (5-point scale). According to three dimensions, thirty indicators and six aspects, the average personal score of the company was calculated (5-point system), and the corresponding score was calculated according to the weight of superiors, equals and subordinates of 40%, 30% and 30% respectively. After that, the department head needs to communicate one-on-one with the employee, point out the weak areas and make suggestions for improvement. Then action goals and plans need to be developed together. In this process, give full recognition and encouragement to the good performance of employees. For employees who do not meet the requirements, they need to make improvement and rectification plans, and conduct monthly evaluation of performance indicators. If they still fail to meet the requirements at the end of the year, the bonus payment will be reduced or cancelled, or even the position will be cancelled. Through performance evaluation and communication, we can better promote the performance improvement of employees, help employees' career development, optimize the organization, ensure the competitiveness of the organization and ensure the realization of organizational goals.

#### 4. Promotion & Development

The implementation of the 360-degree evaluation exercise does not mean that the exercise is nearing completion or a successful conclusion. On the contrary, this is the moment when the work is most critical and most effective.

(1) The implementation of 360-degree evaluation for managers helps each manager to better recognize their shortcomings and the space and opportunities for improvement. For enterprises, it is also a way of talent inventory and organizational optimization. We divide the performance evaluation into three intervals to form three grades, which are excellent, good and improved, and adopt the 70-20-10 rule to draw the vitality curve of management talents, so that we can clearly see the gap and goal of talent development. At the same time, through data analysis and information integration, we get the common factors that the team needs to improve and develop. In the later stage, we planned and implemented the manager growth training camp project to better meet the common needs of team development, improve the ability of managers and enhance the overall quality of the team. Based on the requirements of the manager competency model, the project designs different schemes from self-management, team management and growth management to support the overall improvement of managers in cognition, knowledge, skills, abilities and learning organization construction.

(2) There is a "manager growth camp" project well designed and launched. All the project gets company high level manager's attention and engagement, the company's senior management joined the program and gave sufficient great support. At the launch meeting, the company's senior management once again emphasized the importance of technology, innovation, talent training, management ability improvement and demonstration in the process of enterprise

development, and put forward deep expectations for all project personnel. In the process of our management work, we need to master and apply the basic principles, principles and methods of management, both efficient and effective to complete the team objectives, therefore, management is a science. The first phase of the training camp mainly focuses on a series of learning about the responsibilities and role positioning of managers, efficiency improvement, effective communication, conflict handling, field management, goal setting and achievement, doing good deeds, managing people, and leadership cultivation. Through the study of these courses, managers can improve their comprehensive quality and management skills, clarify the direction and goals of organizational development, and dare to make superior decisions, so as to more effectively support the implementation of various policies and the realization of the overall strategic goals of the company.

(3) The first training camp lasted for 10 months, and a total of 20 courses were completed, including training, sharing, and several departmental group building and interactive activities. In the whole activity, our students actively participated and had good performance, and some students had special performance, which won the recognition of the training teachers and other team members, and also provided the assessment basis for the identification and selection of internal talents and the recommendation of successors. Through interactive and participatory learning, we constantly discuss, share and practice, play in learning, compete in the game, and gain new knowledge in the competition. New knowledge will bring us new knowledge, new knowledge will change our behavior, new behavior will become our new habits, new habits will make us more efficient. At the same time, such learning helps us to enhance cross-departmental communication, deepen mutual understanding, establish more interpersonal links, and support better cross-departmental cooperation and collaboration in the future.

## 5. Conclusion

At last, as the saying goes, if want to do a good job, must first use its tools. Best using the 360-degree performance evaluation tool help everyone can better position themselves, understand themselves, and find space and opportunities for improvement. In this way, make each manager not only meet the requirements of each job, but also become an efficient person. 360-degree assessment is only one of a variety of assessment tools, nor is it a universal tool, the most important thing is our own attitude towards such tools and having enough courage to recognize and accept the new things. In such a VUCA era, we want to survive and develop better, we must constantly challenge ourselves, understand ourselves, exceed ourselves, constantly make change and creation, perhaps this is the true meaning for 360-degree evaluation to bring us greater enlightenment and deeper influence.

## References

- [1] Gu Nan. Research on the Restructuring of State owned Enterprises into Branches and Subsidiaries under the Group Control Model. *Operations and Management* 1-8. doi: 10.16517/j.cnki.cn12-1034/f.20240219.03.
- [2] Xie Yifei. Problems and Countermeasures in Internal Control Management of Small and Medium sized Enterprises. *Chinese Agricultural Accounting* 34.04 (2024): 15-17. doi: 10.13575/j.cnki.319.2024.003.
- [3] Gao Yan. Optimization Strategies for Enterprise Accounting Management from the Perspective of Internal Control. *Chinese Agricultural Accounting* 34.04 (2024): 21-23. doi: 10.13575/j.cnki.319.2024.010.
- [4] Liu Shuo. Problems and Solutions in Performance Evaluation in Enterprise Management Accounting. *Chinese Agricultural Accounting* 34.04 (2024): 27-29. doi: 10.13575/j.cnki.319.2024.04.05.

- [5] Zhao Liang. Problems and Countermeasures in Enterprise Financial Management and Internal Control. *Chinese Agricultural Accounting* 34.04 (2024): 48-50. doi: 10.13575/j.cnki.319.2024.04.014.
- [6] Guo Qing, et al. Research on Risk Management of Patent Infringement in Technological Innovation of Latecomer Enterprises Based on ERM-EIPM. *China Soft Science*. 02 (2024): 190-200.
- [7] Suo Hanxue. Research shows that private enterprises have a significant sense of gain from the transformation of the business environment. *China Business News* 2024-02-05, A02, News. doi: 10.38300/n.cnki.nzgjy.2024.000184.
- [8] Sun Hongmei. How to Seek Innovation in Enterprise Business Administration. *Chinese Businessman* 02 (2024): 102-103.
- [9] Mao Gaoyang. What is the role of business management in improving the level of enterprise management? *Chinese Businessman*. 02 (2024): 142-143.