

Enhancing leadership performance through customized 360- and 180-multi-rater assessments



Client need

A multinational pharmaceutical company, under the guidance of a new CEO, sought to further develop its ways of working and redefine leadership expectations across the organization. The goal was to conduct a global assessment of its leaders to identify their strengths and opportunities for improvement against the new operational standards.

The Solution

The company partnered with BTS to develop and deploy a customized 360-assessment for all global senior leaders and a 180-assessment for people managers with three or more direct reports. These assessments were designed to gather insights both at an individual level and from a global perspective, helping to determine where to focus development efforts to support leaders more effectively.

The new CEO, with a clear vision for the organization's future, aimed to establish new expectations for leaders. The organization's existing terminology for ways of working was updated to better align with its goals, reflecting a meaningful change in observable behaviors at various levels.

BTS partnered with the client organization to identify leadership behaviors tied to outstanding performance. This informed the development of the 360- and 180-assessments, ensuring they were aligned with the company's vision and goals.

To enhance the assessments, additional support tools were developed and implemented across the organization. These tools included a self-guided report interpretation video, a manager debrief guide, and optional peer-to-peer discussions, as well as coaching sessions facilitated by BTS coaches.



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360-evaluation: senior leaders

Approximately 1,800 leaders globally, including 700 executive directors and above, underwent the 360-assessment. BTS also provided optional one-on-one debriefs of the individual assessment output for senior leaders to ensure a meaningful review of the assessment insights and support action planning. After a successful first year, the CEO agreed to continue this initiative annually, supporting end-of-year performance conversations and overall global leader development.

180-evaluation: people managers

Building on the success of the 360-assessment, the company introduced a 180-assessment to encompass a broader audience of people managers, reaching approximately 3,200 people managers. This year, the program continues to offer both 360 and 180 evaluations, now extending to approximately 9,100 people managers who will participate in the 180-assessment.

BTS also partnered with the client organization to develop an On-Demand 360 assessment for individuals unable to participate in yearly assessments for people leaders. This tool enables all employees to access the development resource and drive action and growth at scale.

Results

Through customized assessments, the company pinpointed critical areas for organizational interventions designed to address specific gaps, capitalize on strengths, and foster more effective and impactful growth.

Key strategies included recognizing and maintaining leadership strengths, particularly in collaboration, inclusiveness, and a strong sense of responsibility and ownership. The assessments also offered insights to guide essential shifts, helping leaders move from competing initiatives to aligning efforts on what is most critical for strategic success, transitioning from task execution to developing talent and driving results through others, and evolving from a focus on perfection to cultivating a culture of innovation and experimentation.

By year two, the program achieved significant results:

- **95% of leaders invited to complete the 360 assessment opted-in, and of those who opted-in, 99% received sufficient feedback to receive a report.**
- **88% of the leaders invited to complete the 180 assessment opted-in, and of those who opted-in, 91% received sufficient feedback to receive a report.**
- **Approximately 26,000 stakeholders across the organization were invited to provide feedback.**
- **Assessments and reports were available in 11 languages, providing access to nearly all global leaders.**

The organization benefited greatly from these customized assessments by:

- **Using the results to inform year-end feedback.**
- **Minimizing the collection burden of year-end stakeholder feedback.**
- **Including insights on the leader dashboard.**
- **Using the 360-assessment as an input for succession planning.**

The aggregated results were presented to key leaders to inform future development efforts, ensuring that leadership across the company is well-equipped to drive future growth and innovation.

We're excited to see what this year will hold!