

Hemas PLC engages Cornucopia for 360 Degree Feedback

360 Degree Feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, co-workers and customers.

It is a tried and tested developmental tool used by leading organisations across the world. It allows each individual to understand how their effectiveness as an employee, co-worker or staff member is viewed by others. The feedback provides insight into the skills and behaviours desired in an organisation to accomplish its mission, vision and goals, and live its values. As the feedback is anonymous, generally, assessees get honest feedback. The feedback can then be used to consolidate and effectively use the strength of employees and to work on the areas that need improvement.

One such successful 360 degree feedback survey was administered in Hemas Holdings PLC, Colombo. Hemas is one of the top diversified conglomerates with 20 active subsidiaries organized into five key sectors - FMGC, Healthcare, Transportation, Leisure and Strategic Investments. Over the decade, the group has been significantly focusing on growth - a strategy that has enabled them to emerge as leaders in several of the sectors they are involved in.

The survey was administered by Cornucopia Private Limited, one of the fastest growing consulting companies providing people-centric business solutions. Headquartered in Bangalore, Cornucopia's 360 degree feedback is one of the first few such processes offered 'online' in India. The 360 degree feedback was administered for the board members, directors and senior managers of Hemas Holdings PLC. The assessees chose their raters with whom they would have professional interaction on a regular basis. Cornucopia presented the 360 degree feedback process to all raters and assessees to give them the essence of what the process is all about. On completion of the survey, the assessees are given a hard copy of the personalised report which emphasises on the individual's strengths and areas that further development may be needed. The survey was followed by a one-on-one feedback session between the assessee and Cornucopia's Chief Resource expert, Mr. N. Ahmedali, a veteran in the area of HR with more than 30 years of experience and a certified 360 degree feedback facilitator.

The participants of Hemas were quite enthusiastic and happy with the feedback. They accepted the constructive feedback with a positive approach. The assessees, in consultation with Cornucopia, came up with the necessary development plans. Cornucopia will follow up with the development plan of the participants to make the whole process an impactful and effective one. The follow-up will be done periodically, perhaps once a year, to assess the performance and the improvement of the participants.

According to Dinesh Weerakkody, Managing Director, Cornucopia Sri Lanka, the Cornucopia 360 degree feedback solution is unique because it has features like:

- The use of tailor-made questions to suit the company's needs
- Building awareness about the 360 Degree Feedback process and its benefits on people development
- Conducting the entire process online, enabling easy access and use, while maintaining the highest level of confidentiality

- The provision of a summarized report online to the assessee on how they are rated by all the raters
- A detailed personalised report (hardcopy) is also provided, after the analysis of the feedback has been received from all the people selected by the assessee
- Complete confidentiality is maintained. Reports will not be shared with anyone (other than the assessee), without the consent of the assessee
- One-on-one feedback is given to the assessee by trained facilitators
- Help is provided for the employee to develop long/short-term action plans and to work on their strengths as well as areas that need improvement
- The organisation will be helped by Cornucopia to shape the development of its key employees through the 360 Degree Feedback System

Mr. Weerakkody observed that the use of 360 degrees feedback is increasing daily. Many companies have turned to this popular diagnostic and assessment tool to increase employee participation and to demonstrate a commitment to their workforce.