

Digitising Sony 360°

Sony Europe is an organisation committed to employee development and performance management, who last year found an increasing confidence in, and desire for 360° feedback.

At that time they were using pencil and paper tools across Europe. As a result, they were experiencing many of the problems associated with multi-culture interventions, such as different language versions, competencies being too generic; not fitting an overall framework, culture and 'language'. On top of this, coping with the vagaries of cross border European postal networks was proving a huge obstacle to the smooth implementation of the programme.

The Internet could, clearly solve this, and the development facility provided by SHLsolutions.com was the right concept. The system was adapted to fit the Sony competencies specification, and integration of the IT element of the SHLsolutions.com system was a smooth operation.

Following best practice recommendations the system was piloted, with HR being one of the functions undertaking the challenge. Participants were allowed to choose their own raters, which brought two key benefits. Not only did it give colleagues outside HR an insight into the process they would be involved in, it also helped build bridges between HR and the rest of the business. Access and prompts to complete questionnaires were all electronic and automatic.

According to Carol-Ann Spencer, Senior HR Manager at Sony BPE "The system worked really well and all participants found the questionnaire easy to complete. The questions were universal and are soon to be translated from international English into a number of languages.

The general consensus of opinion was that, as the report format was so specific and focused, individuals had gained significant learning and awareness of themselves with the most powerful feedback coming from our peers.

In future we will need to vary the email messages, allow more time for the briefing/ training process and probably limit the flexibility of the competencies. Otherwise it has been well worth the investment."

Results

- HR developed a more strategic profile
- Increased development and learning opportunities for participants
- Saved time, money and resources
- Provided data to guide strategic succession management decisions

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assessments
every year

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We call this People Intelligence, Business Results.