



A CASE STUDY ON ENHANCING LEADERSHIP CAPABILITIES VIA 360 FEEDBACK

The story of a leading Media network that improved their leadership capabilities by leveraging a 360-evaluation process for its key leaders and co-creating Individual Development Plans (IDP)



Our Approach

Revenue	INR 6000+ Cr.
Employees	1000+
Industry	Broadcast Media

PROBLEM STATEMENT

A relatively stable organization in a dynamic and fast moving industry, the Client was conscious of a number of legacy issues on its leadership team. They needed an intervention which would shake the system both from the standpoint of individual development and organization development.

STEP 1

Understood the client issues and designed an assessment model for different levels of leadership

STEP 2

Conducted the assessment using our talent3sixty assessment engine. Created insightful individual reports and an organization summary report

STEP 3

Presented the Organization summary report to the leadership team and had one on ones with each leadership team member. Gave and collected feedback.

STEP 4

Debriefed with the Managing Director and HR Head on overall findings, insights and next steps.

Our Takeaways



Leadership Development Insights

1. Leaders had a high self image, managed their own teams well but operated in silos and needed to collaborate.
2. Horizontal skills were weak. Driving a consumer focused culture seemed to push leaders from the bottom quartile to the top quartile.
3. Leaders avoided taking tough decisions and hesitated to rock the boat.



Organization Development Insights

1. There was a need for strong performance management process to facilitate accountability & development.
2. The emerging leadership was beginning to plateau in terms of their ambition and development fire. There was clearly a succession issue in the firm.
3. The verticalized businesses had synergies missing.



Talentonic Insights and Learnings

1. 360 assessment can provide powerful insights into the leadership style and culture of the organization and provide inputs for a more broad-based OD strategy.
2. One –on-one sessions should be 2 way. Provide feedback but also listen to rich inputs from the participants.