

Facilitating assessment feedback: The EXCO team experience

Aim

Phases

- The initial interviews
- Establishing rapport
- Giving individual feedback
- Joint interview session with CEO
- Follow-up interviews

Personal experiences

Aim of the process

- To get EXCO members of an international mining company focused on improving their personal competence and also that of the team.

1. Conducting initial interviews

- Visionary interviews
- Aim: design of competency profile
- Meeting CEO and EXCO to verify profile
- Assessment criteria
- Assessment tools

2. Establishing rapport (setting the scene)

- 1 hour initial interviews
- Purpose:
 - Introduce self
 - Explain process – HR Manager
 - Explain competencies
 - Obtain background of EXCO members
 - Obtain views: strengths & weaknesses

3. Giving individual feedback

- 1.5 hour sessions
- 360 degrees
- Personality profile
- Areas of development
- Guidance in terms of development
- Homework – preparation interview CEO

4. Facilitator – joint interview CEO and EXCO member

- 1.5 hour sessions
- Over 2 full days
- CEO explained purpose
- Report back from EXCO member
- Joint discussion
- Facilitator's role to clarify, give guidance, explain
- Agreed actions documented

5. Follow-up interviews

- Another round requested by CEO
- Purpose
- 1 hour sessions
- Frank and honest feedback

6. Report to CEO

- Findings captured in report
- Envisaged – weekend feedback and teambuilding session for team
- Satisfaction expressed – follow-up scheduled after 1 year

Personal experience of facilitator

- Initial uncertainty and resistance to being assessed
- Took time to “break through” to members (gain their confidence)
- Once confidence is gained, they opened up
- Requests for additional interview sessions by certain members
- Group motivated by CEO’s personal involvement
- Members use opportunity to talk to “outsider”

Personal experience of facilitator (continued)

- Asked for advice on how to handle CEO
- CEO had confidential discussions with facilitator
- Facilitator to listen objectively to both parties
- Members to probe for info from CEO about themselves
- Fine balance – satisfying both parties
- Disappointment - no further actions