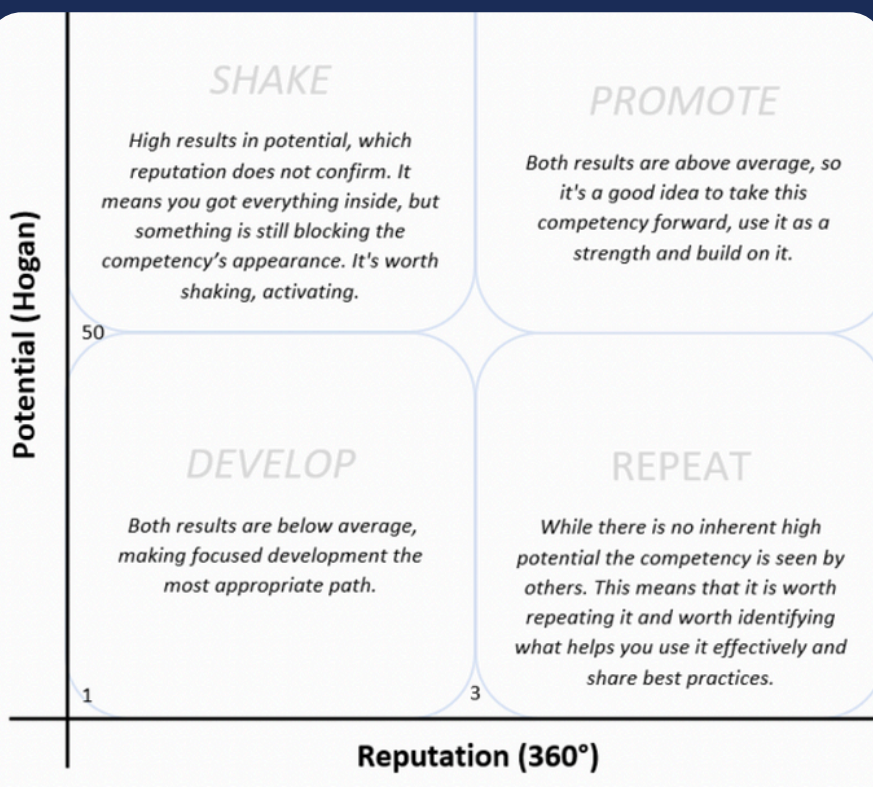# Potential x Reputation matrix for the bank sector

About the Client

Our client is one of the largest independent financial service providers in Central Europe with full range of banking services for private individuals and corporate clients. They operate in 10 countries with more than 36 000 employees. In Hungary they have around 370 offices and they are growing continuously. We have been cooperating with the client for several years now, supporting them during their selection and development processes.

Clients challenge

During the transformation, the organization aimed to identify who could hold key positions, lead, and show talent in the new agile environment. The shift from a strict waterfall model to agile brought many changes and challenges across departments. They sought to pinpoint developmental needs of 62 middle managers individually and as a group to prepare them for this flexible, adaptive setting. This new baseline required different skills, prompting the client to assess these managers using a comprehensive methodology and multiple tools to evaluate their competencies and soft skills at operational and strategic levels.

Our Solution

To assess managers' soft skills, we proposed a combined approach evaluating competencies from two angles: POTENTIAL and REPUTATION. We created a custom report showing individual strengths and development areas based on the Hogan Personality Inventory and Motives Values Preferences Inventory.

Simultaneously, we conducted a 360° assessment on the same competencies and produced a detailed analysis combining both results. By linking Potential what could they do, measured by Hogan) with Reputation (what others see them do, measured by 360°), we identified key development areas such as Prioritizing, Innovation Management, and Managing Change. For the 62 participants we organized group feedback sessions where we could share and discuss the results and how they could use the two reports, Hogan competencies and 360°, together. With this methodology we could categorize manager's developmental needs based on the two results through the matrix.

Results

1 With the Potential x Reputation matrix it became clear what are the next action steps to be taken for the participating managers. This led to individual development plans and a detailed evaluation, which helped them reach a deeper understanding of their strengths and development areas. Following this, the client launched several training and education programs, while we supported them with webinars/workshops on targerted topics.

2 The client continued the agile transformation, and they are actively cooperating with us on different projects. Since this assessment we conducted several 360° evaluations for them on agile teams and departments with the goal of monitoring the transformation's and training·s results through the 360° platform. These recuring 360° projects are for us the best indicator of a satisfied client!

Potential x Reputation Matrix

SHAKE — High results in potential, which reputation does not confirm. It means you got everything inside, but something is still blocking the competency's appearance. It's worth shaking, activating.

PROMOTE — Both results are above average, so it's a good idea to take this competency forward, use it as a strength and build on it.

DEVELOP — Both results are below average, making focused development the most appropriate path.

REPEAT — While there is no inherent high potential the competency is seen by others. This means that it is worth repeating it and worth identifying what helps you use it effectively and share best practices.

Potential (Hogan) — axis values: 50, 1
Reputation (360°) — axis values: 1, 3

Case Study

Potential x Reputation matrix for the bank sector

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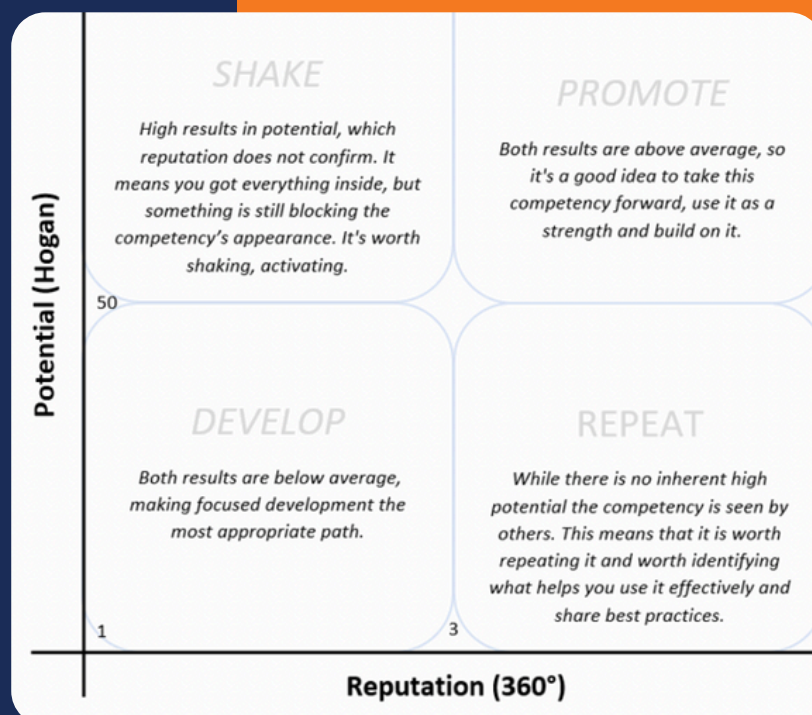
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Case Study

App developer·s first 360° assessment

About the Client

Founded by one of the biggest banks, the Client was created to promote innovative online cashless payment and smart device-based shopping solutions. They made three applications which are connected to a single online financial system which has more than 1.8 million registered users today. In recent years, they have developed an extensive and continuously growing network of partners and customers and they had partnership with around 14 000 vendors.

Clients challenge

The Client approached us with the request for a 360° evaluation. They never performed 360° assessments before, and they wanted to improve the feedback culture inside the organization. In the past they had difficulties with communication, information sharing and giving feedbacks to each other. The 360° assessment was intended to address these issues and identify development areas within teams.

Our Solution

We proposed our AS360° platform to run a 360° project with 94 participants, where every one of them would be given and would provide feedback to each other. For the competency model we used our Assessment 8 (with few customizations) that consists of 8 widely applicable competency sets. After the assessment, individual 360° reports were created for everybody, and group workshop sessions were organized for the 94 employees to focused on the development areas revealed by the 360° reports.Because the method was new for the Client, we placed a high focus on explaining the process, the added value and the feedbacks they received.

Managers and group leaders received a special presentation that highlighted the most common development areas of their teams and company
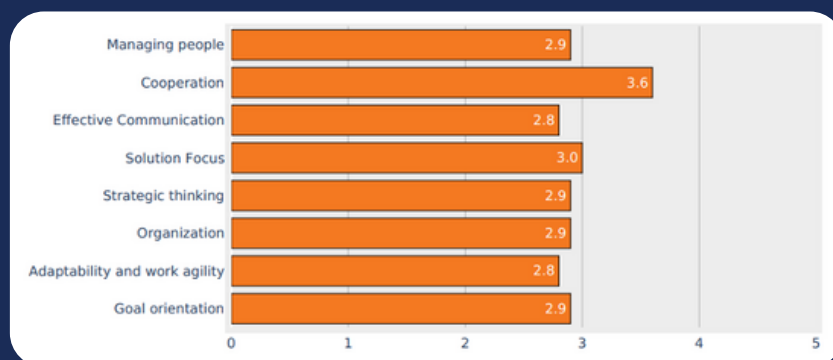
Results and next steps

We identified key development areas through behavioral indicators and written comments from 94 participants. Two things became clear based on the feedback employees received from each other:

1 The organization·s feedback culture needs development especially when gIvIng negative or corrective feedbacks;

Written comment example:
'You should pay attentíon to how you can develop your colleagues (not just quíckly tell the solutíon)"

2 The Communication competencies contain very real areas for development.

Written comment example:
"Ensure a more accurateflow of information between each department and seek aut and listen to the opinions of others more often"

The participants told us they had a very positive experience with the 360° process as it broadened their perspective on development areas. We suggested further research for the revealed areas and discussed the importance of effective information sharing inside the company. Several months later we cooperated again with the Client on following up on the results through the use of an Employee Survey tool (Arnold) and ran the Effective internal communication topic. It provided a more detailed picture on some obstacles in the stream of communication as well as issues with clarity around the future steps of the company. Because of this, the Client wanted to collect more feedback on these topics and together we continued to explore those areas: Vision and Strategy, Motivation, Satisfaction, Teamwork, Developing colleagues and Goals and Priorities.