



Harnessing the power of 360° feedback



How can organisations ensure recipients of 360° Feedback, and the teams in which they operate, derive maximum benefit from the powerful learning that this development tool can provide?

Following 360° Feedback, it is important that 'follow through' activities effectively encourage, empower and support employees to act on the information. It is more likely that people will be motivated to take action on the feedback if they know what resources are available to 'tap into'. Often the most powerful learning resources we have is the support, knowledge and experience of our work colleagues! Therefore, by placing personal development within a team development framework, this can create opportunities for enhanced teamwork and team effectiveness.

Ken Gray from The Keil Centre worked with The North British Distillery's Senior Management Team to design and deliver a 360° Feedback programme that culminated in participants sharing and exploring the learning from the data.

Activities that build on the initial enthusiasm that well managed 360° Feedback programmes generate, greatly increases the likelihood that subsequent development and growth will be meaningful and sustained.

The programme involved:

- Using The Keil Centre's Leadership Profiling System 'JobCraft' to establish the main forthcoming challenges, and produce the 'CREATE' Framework of Leadership Behaviours
- Programming The Keil Centre's web-based 360° system to administer a suite of questionnaires based on the framework
- Feeding back the results of the CREATE questionnaires in conjunction with the results of a personality questionnaire to the individual, and helping them to 'delve deeper' and achieve an even fuller understanding of the factors that drive their behaviours
- Running a structured workshop that facilitates the collective development of a Charter of Values and provides a 'safe' environment to exchange frankly the key learning points from their individual feedback discussions and reports

The key ingredient to the success of the programme was the opportunity it provided to build an increased collective understanding of colleagues' strengths, values and aspirations. In turn, this helped build commitment to challenge and support one another to achieve their

“ The programme not only helped individuals to be clear-sighted about personal development priorities, but also the team as a whole to achieve a fuller understanding and harnessing of its combined talents and motivations. ”

Glyn Cave, Employee Development Manager,
North British Distillery

personal development goals as well as an action plan that would take team effectiveness to the next level.

To discuss 360° feedback for individual or team development, contact Ken Gray (ken@keilcentre.co.uk)