



# Case Studies Illustrating Approaches to 360°

## Aberdeenshire CC

A programme of 360° feedback was run for the top 200 managers as part of a “Living Leadership” programme. The report and feedback formed part of an introduction to a major leadership initiative designed to move the Authority “beyond excellence”.

Each manager emerged with a revised Personal and Professional Development programme, reflecting the insights gained from the report and the feedback. Traditionally, the Authority has not had a culture of coaching support and individuals found the two hour coaching session a particularly helpful intervention in shaping their development plans.

**Size:** Over 200 managers, in one year, 2006 – 7

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## Milton Keynes Council

A substantial 360° feedback programme designed to support a Senior Management Development Programme. It began in 1999 and has had over 120 managers pass through it. The 360° feedback and once a quarter coaching session are a major part of the development programme providing a focus for learning activity.

Coaching in the form of one to one sessions is further supported by Action Learning and themed modules on leadership, delivered through workshops.

**Size:** Over 120 managers, over four years, starting 1999

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## Elmbridge BC

### Officer Programme

This successful programme of 360° feedback had the objective of providing developmental input for the senior management team as part of a CPA improvement programme.

The programme used a set of generic competences as the basis of a questionnaire. Each manager received a two hour feedback interview which generated a personal and professional development plan. These plans have been used to on an individual basis to help shape normal 1:1 and performance appraisal processes and have helped develop a bespoke development programme for the senior management team.

**Size:** Senior management team of 13, over three months, March 2004

### Member Programme

A 360° feedback programme for members with a bespoke set of competences, developed specifically with Elmbridge and now available for licensed use in other authorities. Designed to help members understand how they can develop their leadership roles for the community they represent. The Initial pilot has informed a programme of member development with group reports made available for political groups and their leaders to discuss.

Following a successful pilot, a programme is now in the process of being rolled out across all members, on a voluntary basis.

**Size:** Member grouping of 20 over three months, April 2004

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## Reading BC

The Corporate Management Team has agreed a set of bespoke competences which represent a set of aspirational leadership values and behaviours as part of a programme to prepare the individuals in the team for the challenge they face. The team developed their own competence framework with SOLACE Enterprises offering some consultancy support to help shape them. Once the 360° report was completed and available, each manager received a two hour, confidential coaching session, which generated a personal development input into their performance appraisal. A group report was produced and will be discussed at a workshop to examine the team's collective approach and the impact on RBC.

The next stage is to cascade the process to the next level of 40 managers and further develop the skills of the Corporate Management Team in order that they can carry out the feedback interviews. This programme is also linked to a development centre featuring 360° feedback as one of a range of tools and processes to develop Reading's managers as leaders for the future.

**Size:** 7 senior managers in a three month period, March 2004.

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## Carlisle City Council

Carlisle commissioned a programme of 360° feedback as the starting point of a much larger process of leadership and management development. Beginning with a set of generic competences and associated questions, the senior team shaped these into an instrument that they felt reflected the focus and emphasis that they required. This was facilitated through a one day workshop.

Feedback was in the form of a two hour coaching session which generated a personal learning plan and informed the design and development of the planned leadership programme. The authority intends to run the process again in 12 months to help managers understand where they have developed and where they need to focus their energy next.

**Size:** 18 senior managers, ongoing programme

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## South Shropshire District Council

The Council wished to develop the leadership capacity of the senior management team of 13 and chose to use their limited resource to engage the entire team in a programme of quarterly, one to one coaching. This was supported by a 360° feedback in order to provide a focus for personal and professional development and for subsequent coaching sessions. The Authority plans for 360° feedback to enter its process of performance development and that managers will eventually run the feedback sessions with team members.

**Size:** 13 senior managers, ongoing programme.

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