



## PERFORMANCE MANAGEMENT

<b>Client</b>	<b>Non-Departmental Public Body</b>
<b>Project</b>	<b>Creating a Feedback Culture</b>
<b>Audience</b>	<b>Directors and Senior Managers</b>
<b>Location</b>	<b>Worldwide</b>

### THE ORGANISATION

Our client is a quasi-autonomous non-governmental organisation that specialises in international educational and cultural opportunities. Its overseas network extends to 233 locations in 107 countries and territories.

### THE PROJECT CONTEXT

In order to help clarify its HR policies, practices and systems, the organisation introduced a Strategy for Staff programme. One element of the programme – the Performance Management and Professional Development Project (PMPD) – was intended to provide the organisation with a globally consistent performance management system.

### THE REQUIREMENT

One of the project's key objectives was to support and encourage the development of a feedback culture to strengthen the performance management process in the context of a worldwide organisation with a high level of movement between locations and roles.

### OUR SOLUTION

We worked with the organisation's PMPD Project Manager to design 360 degree questionnaires to reflect competences at three levels of management, and set up a database with web-enabled questionnaire completion so that employees around the world could take part, supported with 1:1 coaching.

The process was initiated at Director level, although subsequent phases were opened to senior managers across the world on a voluntary basis.

As a result of the 360 degree feedback process and associated coaching and feedback, managers benefited from:

- objective feedback and development on their performance in their current job

- increased self-awareness of behaviour and styles
- identification of areas for improvement
- informed thinking about career options and most appropriate roles
- comparison of self-perceptions with those of others
- creating action plans to improve weaknesses
- gaining the confidence to know and build on strengths.

### EVALUATION AND RESULTS

Individuals took part for a variety of personal reasons – for example, to assess their learning needs prior to applying for a new post or promotion, to check their level of progress in a role, or to gain further insight into a relationship issue.

As the programme rolled out, some participants also undertook repeat 360 degree feedback to check their personal development, or to gain fresh insight from new colleagues and peers after a change of role.

Although individual benefits were as diverse as the staff taking part, a Level 1 evaluation in Phase 3 of the programme showed that participants scored 4.1 (out of 5.0) when asked to identify the extent to which sought benefits had been achieved.

We were also able to provide the organisation with a series of evaluation analyses, highlighting organisational themes identified from participants' evaluation scores and comments.

### DELEGATE QUOTES

*"I was able to identify my own strengths and weaknesses as well as putting the then working environment into some perspective."*

*"Helped me recognise examples of things I already do well so that I can try to do these more consistently."*

**CASE  
STUDY**