

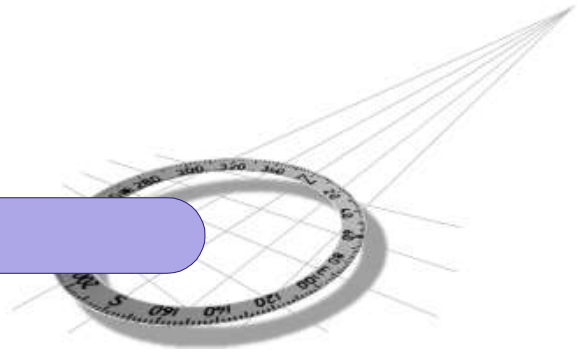


360° Feedback

An Opportunity to Add Value to Your Key Client Relationships

matlock business solutions ltd

Who are We?



Matlock Business Solutions Ltd

Matlock Business Solutions combines technical excellence in IT with acclaimed processes of coaching and facilitation. The result is an ability to provide technical business solutions that centre on people and their needs and development. This is evidenced in our successful and respectful approach to the provision of 360° feedback.

This is a process we have developed and proven over the last 5 years and we would like to offer you the chance to add such a service to your portfolio.

Our Invitation

We are actively seeking consultants and consultancies who are genuinely interested in making a difference to the performance of individuals in organisations.

By becoming a "Value Added Re-seller" for this 360° feedback programme we are offering you the opportunity to add to your current range of consulting services and consequently add value to your client relationships.

It is based upon our flexible yet cost effective 360° feedback system, which can be branded to look as though it is coming exclusively from you.

The result is a package that can give you good reason to back to old clients that need revitalising and extend the effective partnership with current active clients, as well as giving you something new to talk to prospective clients about.

Our Clients Include:

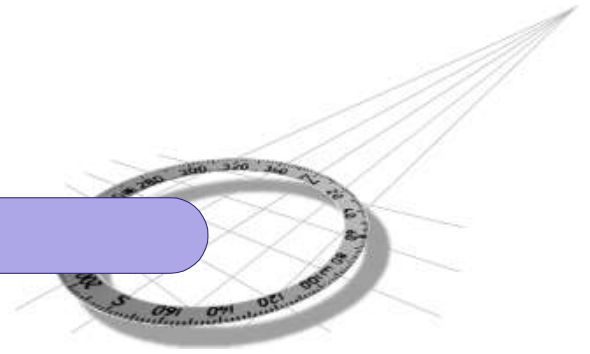
Uniq Ltd
Milton Keynes Council
Knowsley MBC
Birmingham and Black Country Strategic Health
Authority
Birmingham Women's Hospital Trust
Westminster City Council
Southwark Council
Surrey Community Action

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360° Feedback



"If I was to improve one thing, learn one skill in the next three months, what would it be?"

"How do I make the most difference to my performance as a manager, leader or team member?"

How would you answer these questions accurately, without feedback from those it would affect most? How would you know if this is what the organisation wanted of you? Who and how would you be supported in your development plan? Would your team and your manager see that area as a priority? How would you know what progress you had made?

A carefully constructed 360° feedback programme, well implemented and executed, can provide an answer.

About 360° Feedback

- What is 360° Feedback?
- Why Use 360° Feedback?
- Who are We?

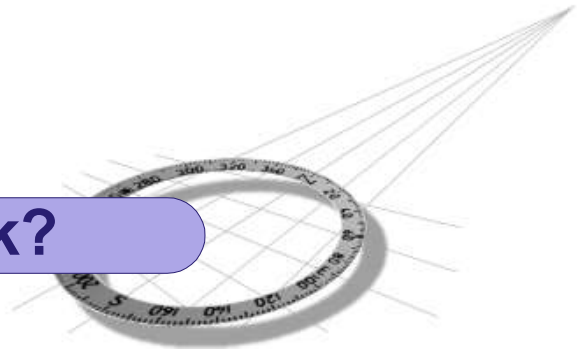
Best Practice

- Our Thinking
- Implementing Best Practice
- 5 Key Elements
- 360° Reports
- Coaching Feedback

The Process

- Internet Feedback Collection
- Paper-based Feedback Collection
- Information Flow
- Technology and Security

What is 360° Feedback?



As individuals and organisations strive to develop and improve performance, the need for focussed, informative and helpful feedback becomes essential. An effective 360° feedback programme can provide you with just that:

- invigorating change programmes
- energizing teams
- focussing individual career plans
- encouraging and recognising progress.

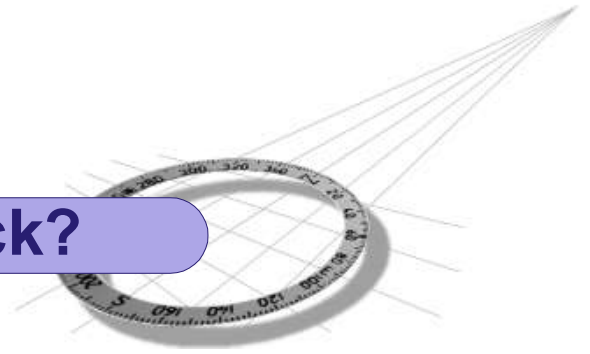
Practically, it involves asking a selection of people who have a stake in the way the feedback recipient performs about how they perceive that individual against a set of pre-determined criteria or competencies. Feedback is collected through either paper or internet based processes. A 360° feedback system then generates a report from the information collected. This is supported by a programme of coaching feedback, which can be delivered either by external coaches or trained managers. Feedback programmes are frequently sustained by integrating them with the organisation's personal and professional development planning and making them an annual event.

A large number of organisations now undertake such feedback. A recent survey suggested that over three quarters of the Times top 1000 companies now operate such a system. Many local authorities and NHS Trusts have embarked on similar programmes.

This short booklet is designed to give you an overview of the best practise in 360° feedback and outline how Matlock Business Solutions Ltd can support you in implementing your 360° feedback programme.

"360° feedback: an idea whose time has come."

Why Use 360° Feedback?



For the individual

- Promotes the development of more considered, focussed and effective personal development plans
- Feedback from manager, colleagues, direct reports and others gives a truly rounded view of performance
- Confidential process promotes more honest feedback
- Provides benchmarks against performance of a group
- Can re-invigorate stalled careers

For the organisation

- Competence framework aligns the feedback to the goals, values and vision of the organisation
- Promotes a performance culture within the organisation
- A powerful tool which can be used as part of an organisational change process
- Signals a real and substantial interest in the development of individuals
- Focusses and re-energizes culture change programmes

Our solution

- Proven process
- Secure and confidential
- Flexible competence frameworks can be tailored to your organisation
- All material can be customised with your organisation's house style
- Can be delivered either via the Internet or by paper-based questionnaires
- Sophisticated reports give powerful insights into personal and organisational development
- Flexible options on giving feedback to recipients, including external provision or in-house training resource

Our Thinking



An effective and relevant 360° feedback programme requires a number of elements to be well executed in order to provide the maximum return on the time and money invested in it. The model below represents our thinking on what those elements are. In the following pages we expand upon those points, to provide an overview of how we might support you in implementing a programme of 360° feedback.

Partnership

It is in both of our interests to build a long and supportive partnering relationship.

We would seek to work with you in initiating and then evolving a 360° feedback system that is congruent with your changing corporate agenda and consistent with your vision and values.

Sensitive

We are very aware that if an organisation has not had a policy of giving feedback using a 360° approach then the prospect can be experienced as threatening.

We are very careful when introducing a new system to work closely with the management team. Careful briefing, ensuring that there is no sense in which the system is used to persecute, is one of the measures we take.

Confidential

It is important that staff and colleagues can be as candid as possible without fear of recrimination. We endeavour to maintain the highest standards of confidentiality within our process.

We use a combination of technical and procedural measures to ensure confidentiality.

Evaluation

We are concerned to demonstrate value for money of the process and will work with you in developing an evaluation system. Measures include:

- Aggregated reports
- Comparative reports
- Report to Senior Officers
- Evaluation questionnaires
- Views of key opinion formers are sought and evaluated

5 Key Elements

We believe there are five crucial steps to creating an effective 360° feedback system:

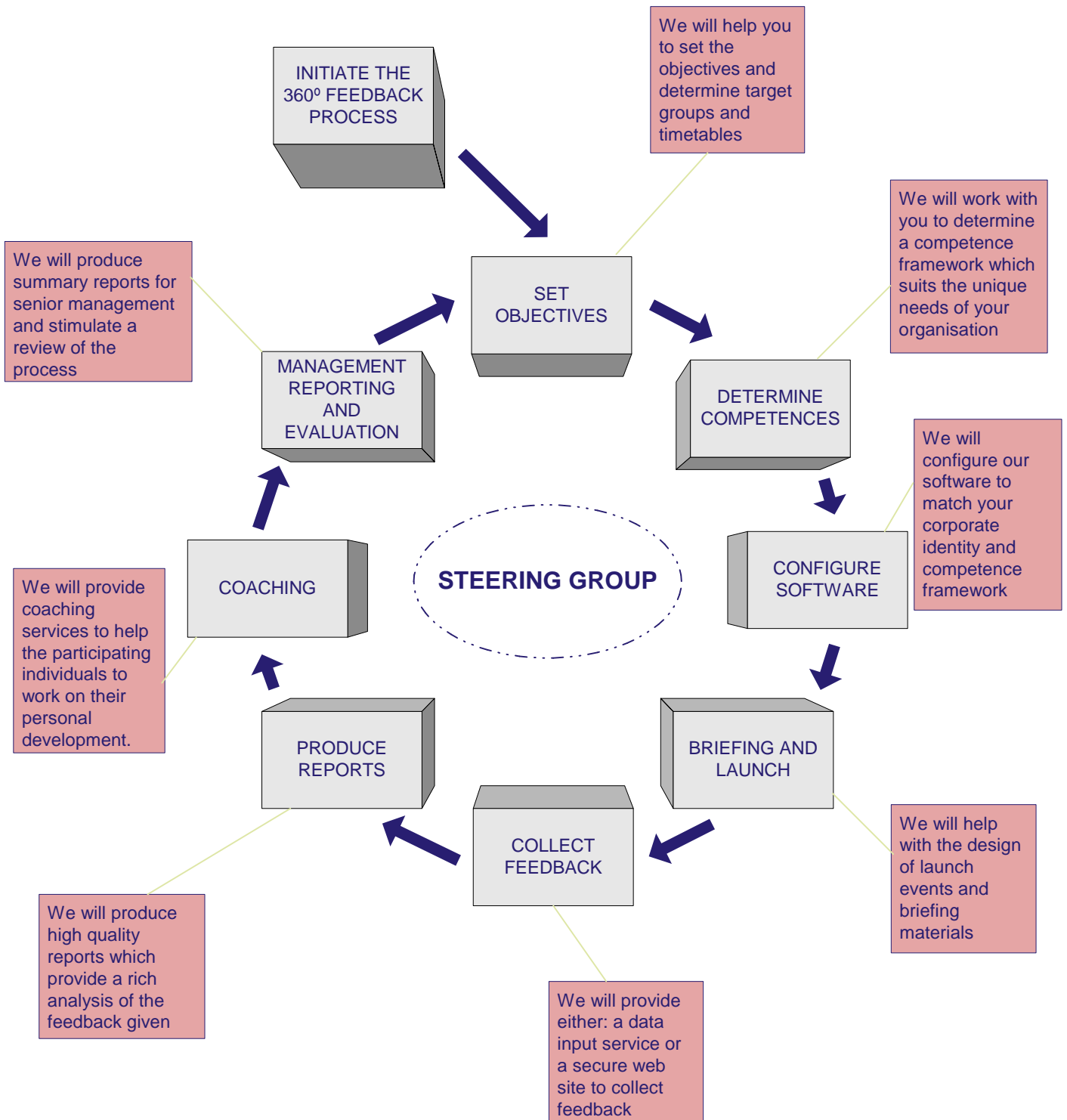
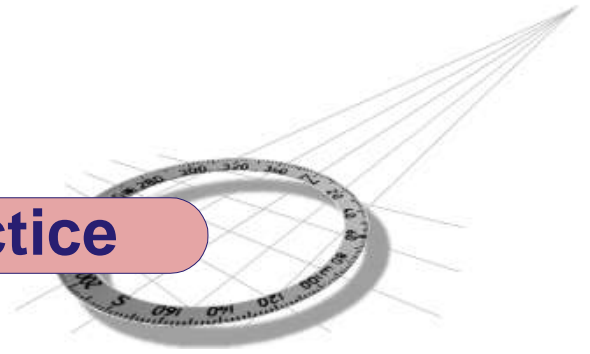
- The Competences
- The Data Capture
- The Report
- The Feedback
- The Follow-on

Appreciative

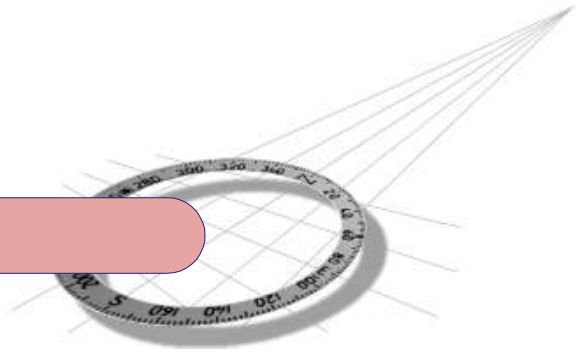
As coaches we work with the individual to discover what is working and build upon it. Often in 360° feedback the greatest revelations are the strengths an individual has - often overlooked or undervalued.

The process is one that builds through cooperation, not confrontation or conflict.

Implementing Best Practice



5 Key Elements



The Competences

The adage "you get what you measure" makes this a crucial part of the process: the ability to develop or adapt a questionnaire that reflects the behaviours that are desired within an organisation. It is important to work with the managers who are to be assessed, helping them to develop a set of competences that they believe reflects the way they see their role. This also needs to be in line with the vision and direction of the organisation. If these competences do not currently exist we will work with a team to develop them. We also have 4 generic questionnaires, which can offer a starting point.

The Data Capture

To keep the administration overhead to a minimum it is important to have a cost effective, simple and yet secure, data capture and administration system. We offer either paper or Internet based options, which achieve just that. The system is designed, and proven, to be both robust and confidential.

The Report

We know from research that some 70% of managers process information visually, that is they look at pictures, not percentages. Presenting data in a variety of summary pictorial forms is something we have focussed our time and energy upon. The strengths and development areas of an individual should literally leap off the page. The two or three things that the manager needs to focus upon should become immediately obvious, and when the feedback is repeated, the changes in performance, for better or worse, are immediately apparent.

We also recognise the value of the qualitative comments that respondents make, and these are given prominence within the report.

Aggregated reports are also available to give an overview of group or team scores, these become particularly useful when the feedback is repeated and comparisons made with the previous recorded performance.

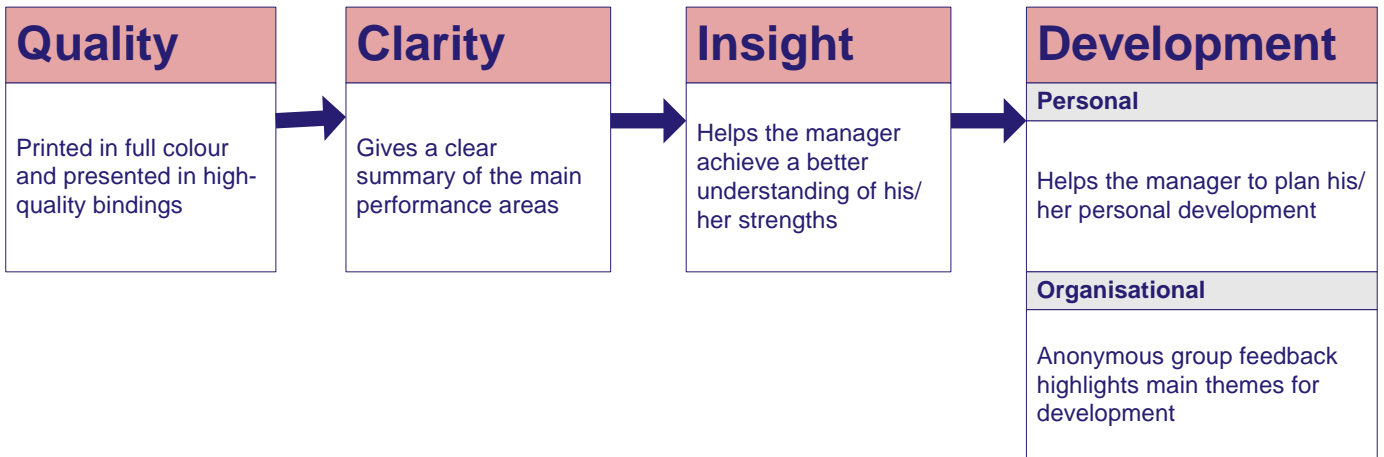
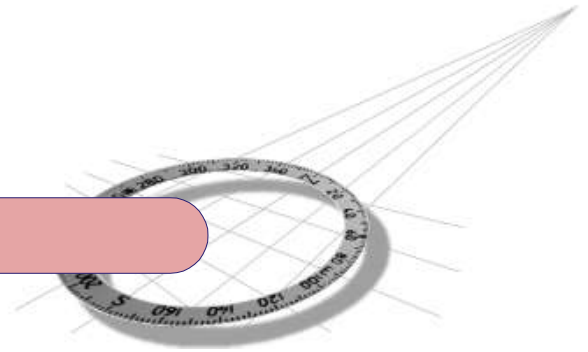
The Feedback

The three previous steps are key enablers of the 360° process, however the fourth step, that of effective feedback, is crucial. The performers in your organisation will benefit from being challenged and supportively coached to build on their undoubted (possibly unrecognised) strengths and come to acknowledge (perhaps for the first time) areas for development. Finding the theme of their development issue and then helping them develop a plan to change is the objective here. We have experience of coaching individuals at all levels and in a variety of roles and organisations. We also endeavour to offer a choice of coaches by age, gender and experience so that participants can work with an individual who will suit them. Our reputation for integrity and confidentiality is very important to us. We also support the development of an internal coaching capability if you require.

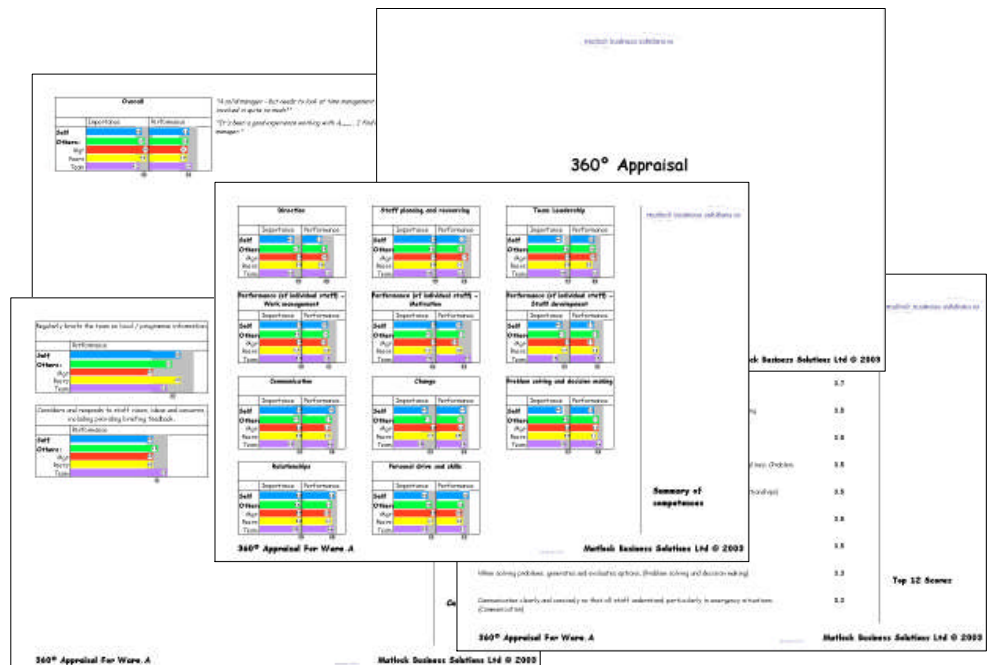
The Follow-on

It is important that careful consideration is given to how the 360° system is integrated with other organisational systems, such as any feedback, performance management, performance review or personal development planning systems. Carefully integrated and thought through 360° feedback will be able to deliver its full potential to improve performance and to focus and drive change.

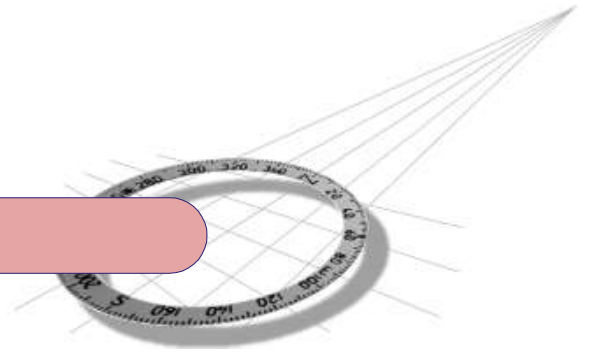
360° Reports



Reports
Personal
Overall summary
Top & Bottom 10 scores
Comparatives
Qualitative comments
Detail for each competence
Shows group scores in relation to individual
Anonymity of feedback providers is respected
Tailored with customer logos
Organisational
All of the above available on a group basis (except qualitative comments).
Ad-hoc reports can be developed



Coaching Feedback



Using an External Coach

Our approach to 360° feedback is that its main purpose is to promote conversations focussed on personal and professional development - often called "coaching".

This feedback is experienced as a straight forward, even effortless process. Indeed, when done well, that is exactly how it should feel: a flowing conversation with a constructive and challenging friend. We believe this can be best served by an independent, external individual with no vested interest in the outcome apart from a passion for helping the other to succeed and grow.

We see the characteristics of effective feedback as being:

Respectful and challenging in style

The relationship is one based on respectful, challenging support from an independent external coach, where both parties have agreed to take part in a programme of 360° feedback, with the full support of the organisation.

Proven coaching process

Our approach is based on 'solution focussed' methodologies. Put simply, finding out what is working, appreciating it and looking to get more of it. We find this approach can be used to address apparent "weaknesses".

Clear contracting for outcomes

The feedback conversations are focussed on the needs of the coachee and the organisation as presented by the 360° report and the personal development programme.

Creating a safe environment to explore

We pay careful attention to the issues of boundaries and confidentiality. It is this, together with the feeling of integrity and impartiality, which we believe gives the recipient a sense of safety and security that allows exploration and development of new options for personal and professional development.

Developing an Internal Coaching Capability

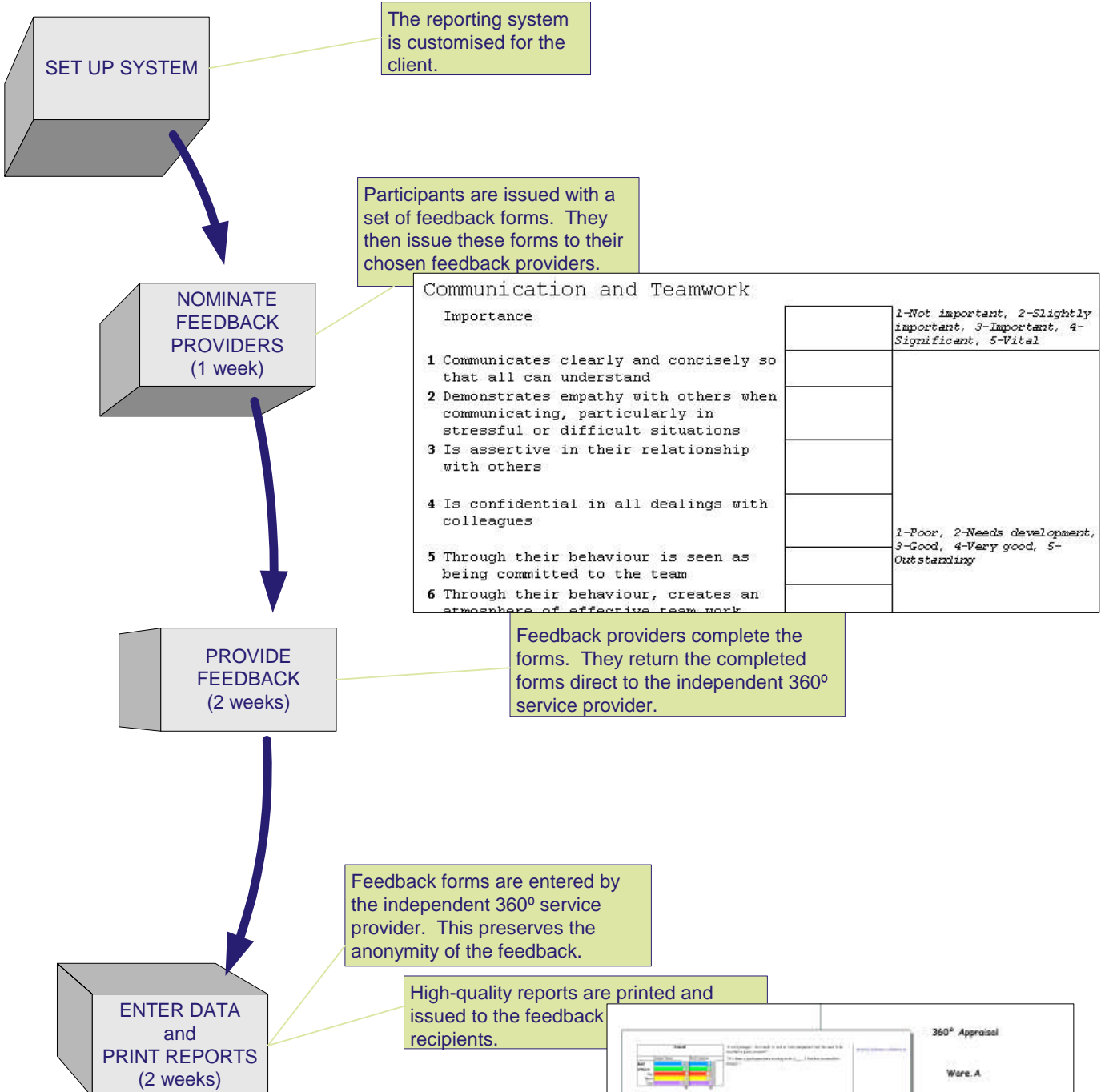
A number of organisations choose to provide the feedback and development element of their 360° process through their management team, rather than using external coaches.

By encouraging the manager to be actively involved in the development of their staff benefits can be won through improvement in relationships, communication and morale. The cost of feedback is also taken out of the profit and loss account and absorbed within existing staff costs.

We are able to support this option with a flexible programme of training, development and supervision designed to make the process supportive and positive rather than potentially confrontational and fearful.

There is an art to giving feedback in a way that it can be heard by the recipient and acted upon - creating a coaching capability. This is an area where careful training, development and practice can reap significant return in encouraging a culture of continuous learning.

Paper-based Feedback Collection

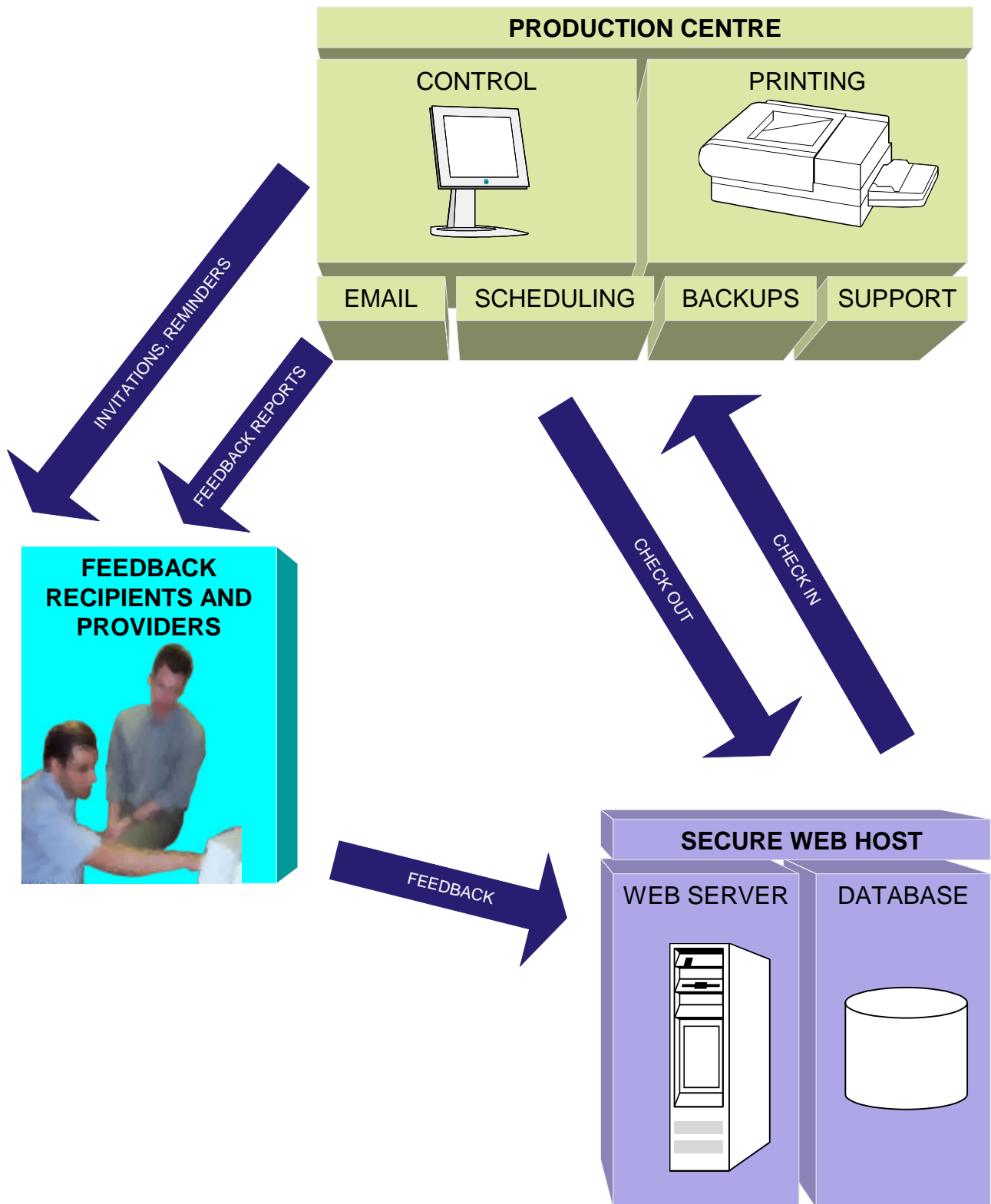
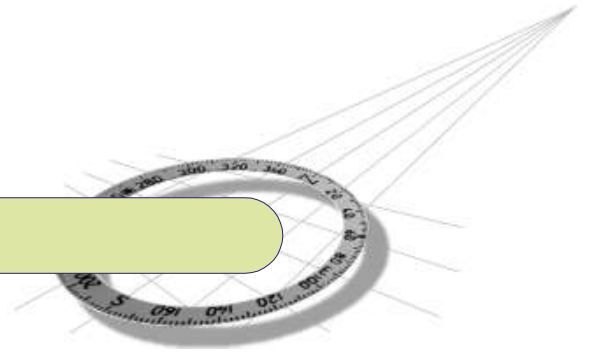


Communication and Teamwork

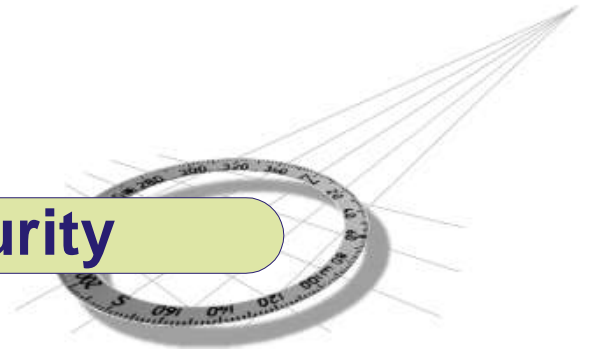
Importance		1-Not important, 2-Slightly important, 3-Important, 4-Significant, 5-Vital
1 Communicates clearly and concisely so that all can understand		
2 Demonstrates empathy with others when communicating, particularly in stressful or difficult situations		
3 Is assertive in their relationship with others		
4 Is confidential in all dealings with colleagues		
5 Through their behaviour is seen as being committed to the team		1-Poor, 2-Needs development, 3-Good, 4-Very good, 5-Outstanding
6 Through their behaviour, creates an atmosphere of effective team work		



Information Flow



Technology and Security



System requirements	Internet users require:
	<p>Internet browser: Any internet browser which supports forms and tables. It is preferred, but not essential, that the browser supports Cascading Style Sheets (CSS) and Dynamic HTML (DHTML).</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Access to the Internet for web browsing</p> <p style="text-align: center;">*</p> <p>Email access to the Internet, i.e. the ability to receive SMTP emails. Users should have individual email addresses, rather than shared addresses.</p>

Security features
<p style="text-align: center;">Application does not use Internet cookies</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Web pages are not cached on the user's pc</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Access to website uses secure sockets (https:)</p> <p style="text-align: center;">*</p> <p>Individual access to application is password protected. Passwords are randomly generated by the system and designed to be unguessable.</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Database servers are managed in a secure environment</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Data is held on Internet servers for the shortest possible time</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Archived data is secured using Pretty Good Privacy (PGP)</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Sensitive emails are transmitted using PGP</p>

Security measures
<p style="text-align: center;">No data on an individual is disclosed without their consent</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Reports are anonymous</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Data is destroyed when it is no longer required (this may be up to two years)</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Reports are distributed in sealed envelopes</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Coaches adhere to a strict policy of confidentiality.</p> <p style="text-align: center;">*</p> <p style="text-align: center;">Relevant parties are registered under the Data Protection Act.</p>

The 360° Experience

