

360° Feedback as an Aid to Role Restructuring

The Situation

An overseas bank with a staff of about 300, operating in a niche market in the UK, had undertaken a substantial review of its job structures and pay levels. At the same time a project had been undertaken to identify the key differentiating competencies at all levels of the organisation.

The challenge now was to help the people in the organisation, faced as they were with restructuring and disruption, to develop the necessary competencies to make the new organisation design work.

The Analysis

The UK Managing Director and key members of his board were interviewed, along with senior HR staff and a sample of managers and staff at all levels. There were clearly skill deficiencies in personal and management skill areas. Also, people did not understand the new competency framework, which formed both the basis of the design of their jobs and the standard against which their performance would be assessed.

The Solution

- Competency questionnaires were developed which allowed people to self-assess and to get feedback from peers, boss and subordinates (typically five people) against the competency profile of their particular role.
- The data from these questionnaires was gathered and fed back to the individual privately in a development interview with a consultant.
- On the basis of these discussions, a short workshop was designed which would help people learn to deal with key management and staff issues – and individuals were helped to set their own key learning goals for the workshop.
- Following the workshop the same consultant met with the individual and his/her manager to help them agree a personal development plan for the coming 12 months.

The Outcomes

- Participants entered the restructured work environment with a substantially more positive approach.
- Managers and individuals came to understand the competency framework better and to see some of its applications to the management process.
- Personal development plans for individuals helped both managers and managed to handle the transition as a learning process and not simply as a threat.
- The 360° questionnaires are available as a part of the organisation's performance management process, to support the continuing development of managers.