



The Journey from Good to Great with 360° Feedback

CLIENT: OXFORD CITY COUNCIL

Oxford City Council is an innovative and forward thinking public sector organisation with a clear vision to build a world class City for everyone. It also strives to deliver excellence in Customer Service, by putting the Community at the heart of all its work.

THE NEED

Oxford City Council is on a journey from 'Good to Great' and recognises the importance of developing its people to deliver great performance supported by excellent Management Practice and with this in mind launched a new Organisational Development Strategy 'Good to Great through GOLD – Greater Outcomes, Leaner Delivery', leveraging the work of Jim Collins.

The foundation stone in developing excellent Leaders was to seek quality feedback to both increase personal awareness and drive development using a 360° feedback process.

Simon Howick, Head of HR at Oxford City Council commented; "Greenbank initially responded to our invitation to run a 360° appraisal pilot for our Leadership Team. Their presentation and approach set them apart from the others and it was an easy decision to appoint them as our partner of choice".

Working closely with Oxford City Council, Greenbank developed a programme using their fully tailored, on-line 360° survey tool - PRISM, psychometrics (Insights Discovery) and then provided 121 coaching for each manager to help them to really understand the feedback and develop effective development plans.

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"The relationship I have built with Greenbank is really successful because it feels as though I am working with a trusted colleague as well as a respected business partner."

Chris Harvey,
Organisational Development
& Learning Manager



THE PROGRAMME

"The insight from Greenbank was particularly useful in helping us to design a 360° approach to reflect Oxford City Councils' Values and Behaviours. As a result of this, Behavioural Statements formed part of the questions we used moving forward", says Chris Harvey, Organisational Development & Learning Manager.

Greenbank worked with Oxford City Council to Roll out a 'Pilot' programme that supported the Council's OD Strategy, to the Senior Management Team.

This involved:-

- Introducing the 360° feedback process which was focussed specifically on the behaviours that underpin the GOLD programme, easy to complete and translate into priorities for development
- Gathering specific, honest and constructive feedback, both in writing and face to face
- Providing a clear development planning process which placed ownership firmly with the manager
- Developing a toolkit of development activities for managers to use both for themselves and their teams
- Providing Oxford City Council senior leaders with the coaching skills and know-how to successfully cascade the 360° feedback and coaching process within the Council in a way that both built internal capability and supported a cost-effective roll-out

The Pilot was extremely successful and therefore Stage 2 involved delivering the same 360° feedback process to the next tier of Managers.

Oxford City Council are now building on the successful pilot by offering 360° feedback and coaching to other managers, team leaders and supervisors.

THE RESULTS

The programme has been highly successful enabling Managers to be more Self-Aware and to take opportunities to develop their People Management Skills. It will continue to be a key part of Oxford City Council's Leadership & Management Development Programme.

For the future, Oxford City Council are considering developing further In-house Coaches who will be capable of delivering 360° feedback and coaching and Greenbank will be helping them to achieve this.

"Greenbank have been very flexible and have helped us to build capacity in house so that we can continue the work in the future. We are pleased to continue working with Greenbank", says Simon Howick, Head of HR at Oxford City Council.



GREENBANK: Profile

Greenbank are a global Performance Consultancy specialising in developing leaders, strengthening teams and developing high performance.

We invest our time to really understand our client's business needs and then we add our own expertise and experience to develop tailored programmes focused on delivering measurable and sustainable results.

To achieve this, our work in the area of management and leadership development includes:

- Highly interactive workshops
- Tailored 360° feedback surveys
- A range of psychometrics to increase personal awareness
- 121 and team coaching
- Action Learning
- Tailored 'real play' and 'role play'
- Organisational simulations

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