



## Implementing 360 degree feedback online

NS&I (National Savings and Investments) is one of the largest savings organisations in the UK, with over 25 million customers and more than £100 billion invested. NS&I is an Executive Agency of the Chancellor of the Exchequer.

### Problem

After the successful launch of its Insight Leadership and Organisational Development Programme for Executive Directors and Senior Managers, NS&I asked Bourton Group to deliver a bespoke 360 degree feedback process.

The purpose was to describe objectively and in competency terms the progress made by individuals and the leadership group overall. This was to ensure that the Insight Programme was delivering tangible business benefits and that further leadership development and OD interventions were aligned with business needs.

### Solution

We briefed the software provider and co-designed a questionnaire and feedback report format.

We ensured that the questionnaire was simple to use and not too time-consuming to complete, while eliciting 'actionable' feedback.

We project-managed the data gathering, ensured that participants were completing their self-assessments and nominating a cross-section of colleagues to provide them with feedback; we also ensured that confidentiality was maintained and any queries handled sensitively.

We facilitated individual feedback meetings and reviewed group feedback reports with the Executive team.

### Results

The Insight 360 process received strong support from the NS&I Executive team from the outset, and high priority was given to the contents of the resultant feedback reports and quality of the feedback discussions between line managers and participants.

For individuals, outputs from the process formed inputs to their Personal Development Plans and in this way the 360 degree feedback helped to drive continuous performance improvement in core behaviours.

For leadership groups i.e. the Executive team, Senior Management Team and other managers; collated outputs formed inputs to company-wide development plans and interventions.

The process was integrated with NS&I's Performance Management system and repeated on an annual basis.

'The online 360 system provided excellent feedback. It defined competencies linked to our strategy and activities targeted at improving them;

*Insight Programme Participant*



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