

Case study

Client: Association of British Insurers (ABI)

Project: Upward and peer feedback

Dates: Annually from 2001

Carried out by: Peter Hyde

Requirement

ABI, like most organisations, had a downwards appraisal system, and wanted to supplement this for managers with feedback from direct reports and, later, from peers. The system has evolved over time, moving from paper-based to online and with peer feedback being extended to external peers in member companies and organisations ABI works with. Its overall purpose is firmly to support individual development.

What we did

We identified a number of key areas for feedback and, working with ABI's senior management and HR team, a series of questions for each of them. Questions are rated and the ratings are supplemented by open-ended feedback to provide examples and evidence.

We produce a report from the online system for each manager (everybody who manages staff, from the Director General downwards is included). The report shows the spread of ratings and aggregates the comments. We review the report to identify the key messages. We then conduct a debrief with each manager to explore what the feedback is saying and what they need to do about it. We also review the reports with the managers' managers (the Directors and the DG) and explore with them how they can best support their managers.

At the end of the process we produce an overall review and analysis which identifies common themes and any organisational issues which the feedback reveals.

Outcomes

The process has had significant impacts on the development of many individual managers and informed ABI's HR strategy. It has also contributed to the evolution of its culture.