

## Case study

**Client:** The Association of British Insurers (ABI)

**Project:** 360 degree feedback

### Requirement

The ABI wanted to supplement downwards appraisal system with feedback for managers from their direct reports and, later, from their line managers and from internal and external peers. The requirement evolved over time from upwards feedback into a full 360 degree feedback. Its overall purpose has always been to support the development of individual managers. Peter Hyde Management Consulting has been commissioned to run the process since 2001.

### What we did

Working with the ABI's Executive Team and HR team, we identified a number of key areas for feedback and a series of questions for each of them. The questions have evolved and been refined over time to reflect developments in the organisation's culture. Each question is given a rating between Strength and Development Need and the ratings are supplemented by open-ended feedback to provide examples and evidence.

We produce a report from the bespoke 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; in some cases it has triggered individual coaching support. It has informed the ABI's HR strategy and contributed to the evolution of its culture.