

Case study

Client: Benefit Fraud Inspectorate

Project: Management team assessment and development

Dates: September 2003 – March 2004

Carried out by: Derek Bell, Ian Fleming and Peter Hyde

Requirement

The BFI Management Team wanted to support the Assessment Centres and Development Centres which were underway for all inspection staff (see separate case study) by undertaking its own development process.

What we did

The process involved a number of stages:

- One to one meetings with the individual team members to gather their views of team performance.
- Identification of key skills required by team members for effective performance.
- Assessment by team members (self assessment against the key skills; peer assessment of each other member of the team against the key skills; assessment by each individual of the performance of the team as a whole).
- Observation of two team meetings.
- Feedback to the team as a whole.
- Production of reports for individual team members which combined the peer feedback with our observational feedback. We then conducted one to one debriefs
- Follow up observation of a further meeting.

Outcomes

The process resulted in changes to the team's composition and meetings, and to individual behaviour in meetings.