

Case study

Client: Virgin Retail

Project: Senior Management Development Programme

Dates: April – July 2006

Carried out by: Peter Hyde

Requirement

Virgin Retail commissioned Bowland Solutions to design and deliver a 360 feedback programme for its senior management population (people who reported to the company's Directors). The company was operating under difficult market conditions and was keen to ensure that its senior managers were performing at maximum ability and in line with the company's expectations. Peter Hyde was asked to be one of three coaches.

What we did

Feedback against Virgin's senior management competencies was collected via an online system developed by Bowland. The role of the coach was to brief managers about how the process would work, to review with them the 360 report produced by the system, and to conduct a subsequent action planning session. In between, managers had a one-to-one session with their Director to identify the priority areas for development.

Outcomes

The coaching process was very well received by managers – 95% found it either invaluable or very useful. It is too soon to assess the longer term impact.