

CASE STUDY: 360° feedback for Cambridge Housing

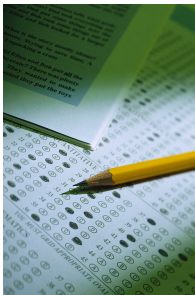
Following the development of a new competency and behavioural framework, Cambridge Housing introduced 360° feedback, initially for the team of directors.

Commenting on their approach, Ann Corbyn, HR Director said, *“Introducing 360° feedback to the top team sent a strong signal to the organisation about the importance of the new behavioural framework. It also succeeded in building trust within a relatively new team and we developed a greater appreciation of each others’ strengths - through the sharing of the feedback we received and our action plans.”*



Ann Corbyn
HR Director
Cambridge Housing

Roll out to key management levels



Following the completion of the 360° feedback for the executive team, the programme was cascaded to the strategic and operational management groups. Each participant completed a self appraisal and received feedback from their line manager, peers and direct reports. Feedback was structured around competency based questions plus a series of open questions. Obsidian managed the process and worked with each manager to help them understand the feedback and develop an action plan. A follow up meeting 6 months later helped refresh the action plan and consolidate the changes underway.

For some, 360° feedback can be a daunting prospect. As Jeremy Payne of Obsidian said, *“Some people were apprehensive at the start, but we worked to ensure the 360° feedback was regarded as a learning experience. Some participants tend to overlook the positives, so we ensure these are reinforced, as well as exploring the areas for improvement.”*

Helping individuals become more self aware, develop skills and change behaviour

Providing the right support at an individual level makes the difference when it comes to achieving sustained change. The one-to-one coaching sessions helped people become more aware of how they are perceived, accept the feedback and explore their motivation to change. Each participant worked with an Obsidian coach to develop a credible and realistic action plan. And capability workshops helped develop specific skills.

Ann added *“I know of many instances of significant and positive behaviour changes. One particular manager has undergone a complete transformation – now thriving on challenge and delivering exceptional results through improved leadership and delegation”*



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Supporting culture change

360° feedback can be used to reinforce desired behaviours and drive culture change. At Cambridge Housing the 360° feedback programme is an integral part of a development strategy designed to support business objectives and position the organisation for future success. To get the maximum benefit, the internal leadership, launch and communication of the programme are critical. At Cambridge Housing the HR Director leads the programme, with the full support of the Chief Executive, and quarterly updates are provided to employees through regular management meetings. This tells people it's important and it's here to stay.

The benefits are tangible. Ann commented, *"In many of our teams we have experienced greater levels of cooperation and trust. In the past we found it culturally difficult to face critiques but we have now become more challenging of ourselves and each other."*

Ann went on to say *"Obsidian's support has been invaluable. They have worked hard to understand our business, where we are going and the challenges we face. They have been very flexible and built the programme with us. We fully intend to continue with the 360° feedback programme for our directors and managers, probably on a cycle of every 3-4 years"*

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