



This is the first part of a 2-part case study that looks at the immediate impact of the programme and in particular how it was setup and bespoke for Kew. Part two, focusing on the sustainable behavioural impact of the programme, will follow in six months.

The objective

A bespoke 360° Feedback programme to increase individuals' self-awareness and understanding of their own strengths and areas for development and to improve communications between people working in different areas of Kew.

The approach

The click-360 tool with bespoke questionnaire tailored to Kew's leadership framework and values. Awareness briefings for participants via webinar and 'Train the Coach' sessions for internal Kew leaders to support their colleagues through the 360 process.

The business impact so far

Greater focus on conversations about behaviour rather than just job outputs; increased self-awareness, better relationships and communication within and across different teams.

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About TLC Online:

We're on a mission to improve the quality of leadership and management capability across the globe. We shall not rest until we see the day when employees, wherever they work, get the bosses they deserve. We've already helped thousands of participants from large organisations such as Diageo, TATA and LEGO all the way to small charities and housing associations.

Our flagship brand is click-360, which is a next-gen digital platform for running 360-degree feedback surveys. 360 feedback is a fantastic way to get affirmations around your key strengths. It's great to know that those people that work around you appreciate what you do and how you do it. It will also reveal strengths you didn't even realise were so valued. While there are plenty of 360 feedback suppliers, the pace of change is slow. Until now!! Enter click-360: mobile responsive and with a modern questionnaire interface (QI), click-360 is the only tool with a simultaneous rating function. Being able to give feedback to more than one person on the same screen at the same time not only saves time but, because you can think in relative terms between each person you're rating, also improves accuracy. Our digital reports are integrated with interactive workbooks containing write-in boxes for reflection, an action planner and even learning suggestions. Check out our QI and digital reports via videos on our website at www.click-360.com.

We also offer help with questionnaire design, awareness briefings and feedback coaching. Alternatively, we can train your people in these practices. Contact: info@click-360.com.



Bespoke 360 Programme Sows the Seeds for Change at Kew

Royal Botanic Gardens, Kew is a world famous centre for botanical and mycological knowledge. Its unique combination of extensive collections, databases, horticultural and scientific expertise and global partnerships gives its 1000 employees a leading role in facilitating access to fundamental plant and fungal information. Its two gardens at Kew in west London and Wakehurst in Sussex attract over 2.1 million visitors each year.

Director of Kew, Richard Deverell, an advocate of 360, felt it would be a good next step in the development journey of Kew's senior leaders. The latest staff survey also recognised the potential to improve communication across the organisation. After researching several suppliers Kew chose to work with TLC Online. *"We were impressed with the functionality of the click-360 platform, especially the simultaneous rating option. But it was their experience and passion that made them stand out,"* says Linda Graves, Head of L&D at Kew.

Both Kew and TLC Online invested time setting up the 360 to ensure its success. The 360 questionnaire was developed collaboratively from Kew's leadership framework and values, plus the latest leadership research, and was signed off by the Exec Board. *"It was well thought out and well balanced,"* states Ian McKetty, Kew's Chief Information Officer and Exec Board member. The webinar awareness briefings were extremely thorough. *"There really was a push to make sure everyone knew exactly what was expected of them,"* says Ian.

This investment up front was extremely beneficial. *"The quality of comments and the depth of feedback in the individual 360 reports; the care and time taken was very good"* notes Belinda Kiely, TLC Online Coach. In total, 55 Kew leaders participated including all 10 members of Kew's Executive Board and members of Kew's Leadership Forum. The 360 degree feedback digital reports were presented to individuals by either TLC Online coaches or Kew's own managers who attended one of the 'Train the Coach' half day sessions facilitated by TLC Online. Feedback on the digital reports has been very positive and overall, the debriefs went well. People really liked the integrated digital workbook too. *"The value of the workbook comes to the fore as a virtual coach after the formal debrief"* states Belinda.

Although only a couple of months since the debriefs took place, Kew are already benefitting from the 360 programme. *"People have been really surprised by the effect doing the 360 has had",* reflects Linda. *"It has crystallised thinking for people."* *"360 is a great opportunity for me to learn and get better at being a leader,"* states Julia Willison, Head of Learning & Participation at Kew. Furthermore, it is helping to build and strengthen relationships now, and people are being invited to meetings and projects at an earlier stage than previously.

One participant and his team are benefitting from the 360 already. *"I have changed the way I interact with my direct reports. I am now much more available to people. My direct reports would save up a list of issues and off load once a week but now they are able to do it in smaller chunks. I run an open door session for 2 hours every Friday afternoon – anyone in the organisation can drop by – and take up has been really good,"* says Ian. *"360 has delivered a clear line for improvement. I've been able to improve things not just for me but for my direct reports too."*

For Linda, the biggest benefit is that the 360 has encouraged colleagues to take time out to focus on relationships and behaviours rather than focusing on outputs. *"My hope was that the 360 programme would make people think about their own behaviour and start to have behavioural conversations. It has certainly achieved that. They can see what they need to do to be better leaders too,"* she says. These behavioural changes as asked for in the most recent employee survey will be reported on in part two of this case study.

Linda is looking forward to working with TLC Online again. *"We have been looked after brilliantly - they're a calm, safe pair of hands. Furthermore, TLC Online has the confidence of the Exec Board. We look forward to running more 360s with them,"* she concludes.