

# EXECUTIVEview360<sup>°</sup>



## City & Guilds chooses ExecutiveView360<sup>°</sup> to develop senior managers

### BACKGROUND

City & Guilds is the leading vocational awarding body in the UK. It offers over 500 awards at all levels, from entry to post graduate. It operates in around 100 countries worldwide, working closely with employers to ensure that its qualifications are a true reflection of the relevant skills and competence levels the employers are looking for.

City & Guilds' reputation has been built by its people. It has around 1000 employees worldwide - as diverse as the ideas and skills it provides – skilled in areas from product development and quality assurance, to marketing, sales, and customer care. City & Guilds is committed to developing its staff within their roles and beyond with a number of programmes in place.

### TOOL AND APPROACH

Driven by the company's strategic plan, the Learning and Development team at City & Guilds designed a development programme for its senior management across the business. The programme involved a 360<sup>°</sup> feedback process in order to assess the performance of its senior executives, and to objectively gear their learning and development.

City & Guilds chose ConsultingTools' ExecutiveView360<sup>°</sup>, which is part of a suite of off-the-shelf 360<sup>°</sup> feedback tools, for its programme. ExecutiveView360<sup>°</sup> is a comprehensive tool for the rigorous, in-depth report of strengths and developmental needs for senior executives in all industries. With explicit information and appropriate feedback, senior level executives can become extraordinary leaders within an organisation.

ExecutiveView360° assesses twenty-two critical competencies required for effective senior leadership and effectiveness in four areas based on job profiling of executive positions for talent management systems. These four areas are:

- Performance Leadership
- Change Leadership
- Interpersonal Leadership
- Personal Leadership

ConsultingTools managed the 360° feedback process, from sending out the online questionnaires to generating the individual feedback reports.

## OUTCOME

The feedback reports formed the basis of the individuals' Personal Development Plans (PDP), whereby coaching sessions with the senior executives took place. Apart from the outcomes of the 360°, the aim of these coaching sessions was to discuss PDP actions. The appraisees found the feedback received very useful and insightful in gaining awareness of how their performance is perceived by the people with whom they work and their development gaps.

As far as ConsultingTools' management of the 360° feedback process was concerned, City & Guilds admitted to being very satisfied with the service delivery and the dealing of requests. City & Guilds thought that ConsultingTools' speed of response has been very good, making the 360° process as a whole easy to undertake.

