

## success story



**Founded in 1891, D Young & Co is one of the principal European firms specialising exclusively in patents, trade marks, designs and related intellectual property rights.**

### What was the challenge?

- To enhance the partner appraisal process by encouraging feedback from peers and colleagues
- To create a bespoke competency framework that could be applied across Equity, Non-Equity and Salaried Partners
- To ensure Partners could be properly debriefed with their 360 degree feedback report by skilled interpreters

### What did we do?

- Devised a three tiered Competency Framework from first principles, which described the desired behaviours required of
- Equity, Non-Equity and Salaried Partners
- Built a tailored web-based 360 degree feedback system which allows users to log-in and rate the performance of partners against these behaviours and add free-text comments
- Provided a simple solution which allowed HR to send invites, monitor progress, and send reminders
- Trained internal HR staff and a selection of partners in how to conduct effective 360 degree feedback debriefs
- Assisted in the one-to-one debriefs; taking partners through their reports and creating personal development plans

### What was the result?

- Partners were able to easily gain more rounded feedback from peers both within and outside of their practice group
- Acceptance for the process from partners by having a competency framework with relevant behavioural statements
- A customised report that was easy to interpret and provided immediate insight into key strengths & areas for improvement
- High completion rates and positive feedback on the process

*" Bowland Solutions have worked with us to implement a 360 degree Partner feedback process. I have found them to be extremely knowledgeable, very professional and have relied immensely on their valuable advice and guidance on making this programme a success. I would highly recommend Bowland Solutions!"*

Jennifer Mead, HR Manager, D Young & Co.