

## success story



**Elmwood is an international brand design business. Since starting business in 1977, it has worked across the world in a variety of traditional and digital disciplines and has several areas of specialist knowledge and expertise. It now has offices across the UK and in Australia.**

### **What was the challenge?**

- To introduce a process which would allow senior managers to get feedback on their performance against a framework of desired behaviours in support of their on-going professional development
- To establish an efficient, effective, easy to administer and participate in, process through implementing an on-line system
- To skilfully and sensitively debrief individuals with their feedback, so they can better identify their specific learning & development needs

### **What did we do?**

- Re-fined the Elmwood behaviours framework so that it had clear, relevant and well-formed behavioural statements
- Created a branded on-line 360 Degree Feedback system with centralised administration, monitoring and production of real-time reports
- Trained internal HR staff in how to conduct effective 360 degree feedback debriefs with senior personnel

### **What was the result?**

- The behaviours framework sets out clear expectations for senior managers and has helped them create targeted development plans
- HR staff have an easy-to-use on-line tool which removes the 'paper-storm' and enhances confidentiality of data
- Positive feedback from administrators, recipients and respondents who are using the system extensively.
- Opportunity to develop system further and add appraisal forms and aggregated reports when required

*"The people at Bowland Solutions are think-ers and do-ers. I needed people to help me think through the content of our online 360 appraisal leadership programme, and I needed people to build the system and get it up and running. Bowland are experts in both areas. And nothing is ever too much trouble, which makes it a pleasure to work with them."*

Jayne Barrett, Learning & Development Advisor, Elmwood