

## success story



### What was the challenge?

- To establish a method of gathering behavioural feedback from an individual's peers, direct reports, line manager and themselves in support of the annual appraisal process
- To create a new bespoke competency framework which detailed these desired behaviours critical to success within MIVA
- To help individuals better identify their specific learning & development needs as part of their on-going career development

### What did we do?

- Facilitated a series of focus groups to gather input on what behaviours were critical to success within MIVA
- Designed a tailored competency framework incorporating these behaviours across 3 levels; Team Member, Manager, and Executive
- 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

### What was the result?

- Established new competency framework setting out clear expectations for some 300 employees and managers worldwide
- Successful 360 Degree Feedback process across Managers and Executives in advance of their annual appraisals
- HR staff able to easily administer programmes with recipients and respondents in both UK and US offices

*"Bowland Solutions provided us with an outstanding service. The 360 Degree Feedback process was new to the Company, and Bowland invested considerable time in helping us develop the right competency framework for our organisation."*

*"One of the highlights of their service was an enjoyable and informative one-day training session on how to successfully deliver the feedback..... they were always on hand for advice and guidance, and we felt supported throughout the entire process"*

Joscelin Barnett, Global Vice-President of Human Resources, MIVA Media