



el:consulting

Raise Your Game Case Study

Active Hotels Ltd, Cambridge



"The whole 360 process has moved us forward significantly, both individually and as a business. It proved an excellent investment of time and money, as well as being instructive and motivating to all concerned. The online tool gave us invaluable feedback and the coaching proved to be non-confrontational and constructive."

Andy Phillipps CEO Active Hotels Ltd

Outcomes

- Individual managers with agreed, achievable steps to take to increase impact
- Confirmation of strengths both individually and as a management team
- Clear direction for future individual and company training requirements.
- Greater awareness and understanding for each individual of the impact of their actions.

Active Hotels Ltd is one of Europe's leading online hotel reservation providers currently selling over 2 million hotel nights per year. Founded in 1999 the company has won "Growth Strategy of the Year" at the 2005 National Business Awards.

Why 360 feedback?

After a period of growth and change the Directors at Active believed the time was right to support their entire management team in raising the game ready for the next phase of business expansion. The purpose of the 360-feedback exercise would be for each manager to grasp clearly other people's perceptions of their style so that they could decide how to move forward. It was just as important to build on strengths, as it was to look for skills gaps.

As the organisation had grown so too had demands on managers, The Directors had organised training days, implemented a performance review system and regularly coached managers but the time had come for a comprehensive review for both individuals and the team as a whole.

Expectations

The Directors had personal experience of 360s and therefore had specific demands to make of the process. They wanted an online tool with a pedigree (and this one has a track record of successful projects for world-class companies from banks and construction companies to Formula One racing teams). They also wanted quality coaching support (in some organisations the report just arrives in the post to be acted on or filed, you choose).

In our experience any user who has experienced the 360 process in another life always praises the sophistication and professionalism of our tool and the support service – Active wanted just that.

Each of the 13 managers selected up to 10 peers and 10 direct reports plus 1 boss (no choice there) after two-way briefings for both the managers and their teams. The feedback in the resulting reports was completely anonymous, even to the coaches who then carried out initial feedback sessions resulting in agreed objectives to move forward.

Results

In some cases there were straightforward knowledge gaps to fill, largely around practical techniques that had never been considered before. In other cases managers were not aware of the effect of their actions, or were aware but had no idea what to do about it. Again simple steps smoothed out what had been real bugbears for team members or colleagues. The motivation to take the steps came from seeing the evidence data in black and white.

For the management team as a whole there were some clear themes emerging from the process. The most significant in terms of business growth was the need for people at the sharp end to have clearer short-term goals. The business vision and values were well understood by all so the managers were immediately able to agree and communicate tighter objectives and priorities.

Another key theme was the impact of stress from work overload. Everyone was working at full pelt but adjustments were made to clarify priorities and how some work was organised to reduce the hamster wheel effect and increase the job satisfaction factor.

Finally the 360 process had acted as a training needs analysis throwing up the need for short punchy, just in time training sessions where managers could pick up digestible good practice tips and implement them immediately. No need for lengthy, theoretical training.

On the strengths side the 360 revealed generally high scores for integrity, vision, strategic decision-making and managing people; all highly prized, indeed coveted, management competences. The culture at Active was seen to be positive, involving and proactive; people felt that they were thriving in their work environment with great leadership from the top. No wonder the company does so well in the Sunday Times "Top 100 Companies to Work For" listings.



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“If you continue to measure your performance in the same old ways, you will perform in the same old way.”

Peter Drucker

“You made considerable impact on the team, negotiating with (and between) the four of us, to achieve positive outcomes for all of the top team, and the organisation.”

**Chief Executive,
public sector organisation.**

The 360-feedback tool

The process can be supported by your in house experts or with our feedback and coaching to assess and improve any of the following:

- ◆ Leadership
- ◆ Management skills
- ◆ Team climate
- ◆ Customer focus
- ◆ Brand awareness
- ◆ Or, we can tailor a 360 to suit your needs

The 360 is a managed online tool therefore questions are available to reviewers anywhere, anytime. Data is collected and reports compiled automatically. Full email support is part of the package. Multilingual options are available.

The tool can add value in a number of ways – to identify individual or team development needs prior to a development programme, to diagnose the effects of people’s behaviour on team performance, as well as to assess customer perceptions.

About us

elconsulting Cambridge Ltd delivers:
Tailored management development programmes
Management qualifications (levels 2-5)
Team and individual coaching to resolve issues
HR consultancy and employment law advice
Coaching and mentoring for HR managers

MSA Interactive Ltd

Provides online assessment tools designed to make a fast, positive impact on the performance of your key people.
Helps teams and organisations to take ownership of their own continuous development.
Customises, manages and supports assessment systems to suit your specific needs.

*“Together we can help you
RAISE YOUR
GAME”*

Call us to book a slot at our next drop in session, when you can see the tool in action and even complete a fictitious review for Joan of Arc.

Alternatively we can bring the tool to you



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