

Tesco

Using 360 feedback to embed new leadership skills

Case study at a glance

- 1 Challenge**
Embedding new leadership skills to realise a new vision and strategy
- 2 Solution**
Create a 360 programme that best fits Tesco's requirements and culture
- 3 Result**
A simple 360 report that helps leaders create a great personal development plan

British retail giant Tesco has experienced strong growth in the last decade. One of the reasons for this has been their investment in developing leaders from within.

We've been working with Tesco for in excess of 10 years on 360 degree feedback, evolving the programme to fit their business needs.

Challenge: **Embedding new leadership skills to realise a new vision and strategy**

Faced with a fast-changing retail landscape, Tesco has conducted a thorough review of their business, leading to a new strategy, new core purpose and re-focussed business priorities.

Being clear about what they want to achieve is one thing, but Tesco recognise that they also need a culture to deliver it. Their aim is to foster a warmer culture where colleagues feel listened to, inspired by their manager and where everyone understands their contribution to the success of the business.

360 degree feedback is an important first step for managers to better understand their strengths and development needs.

➔ Solution:

Create a 360 feedback programme that best fits Tesco's culture and requirements

We first consider the links with the business strategy when designing a 360 feedback programme. This ensures we measure the right things, report data in the most meaningful way and, ultimately, make a difference to the business.

Simple design

Tesco asked us to create a 360 degree feedback programme that would be intuitive for participants.

This meant replicating within the 360 system and questionnaire, the same language used by Tesco internally. The wording of questions deliberately uses a conversational style, which is in keeping with the "simple, honest and human" style of communication at Tesco.

Look and feel is also important for Tesco as **Jon Sale**, Group Head of Talent at Tesco, explains:

“ We needed the 360 tool to feel the same as the other materials our people were already using in relation to the key leadership skills. Everything at Tesco should be simple and we wanted this to be too – quick to use, simple to complete, ensuring our colleagues would ‘get it’ – and more importantly, want to use it. ”

Intuitive reporting

The 360 system enables quick completion with users guided through every step. Reporting outputs too are designed to be user-friendly. **Jon Sale** explains:

“ The introduction of a summary report gives our 360 participants a really quick and accessible overview of their results. They've found it particularly insightful to see their strengths, development areas and perception gaps in one place. ”

➔ Result:

A simple 360 report that helps leaders create a great personal development plan

Tesco is a great example of how to maximise the benefit of a 360 programme. They use the 360 tool to serve a number of different people programmes.

Developing leaders

The initial focus for 360 at Tesco, and still where it is providing great value, is to develop the leadership population.

Tesco asks colleagues to participate in 360 degree feedback as a precursor to the 'Leaders at Tesco' training programme. This is designed to help senior managers and directors understand their strengths and development needs versus the new leadership skills. These results are helping to raise self awareness for managers and plan for sustainable behavioural change.

Developing others

360 is also proving to be an effective tool for other job levels too. This includes high-potential employees for whom it is helping highlight development needs and inform career conversations.

Measuring how as well as what

With 360 degree feedback being well established, another identified opportunity is to encourage the use of 360 during the performance review process.

The "Inspiring Great Performance" programme aims to re-frame performance management, with an emphasis on constructive, honest conversations. It focuses not only on what an individual has achieved, but equally how they have achieved it. Using the 360 tool as a key measure of the "how" has been a natural evolution.

➔ Summary:

Business impact of 360

- Embedding key leadership behaviours to support business strategy
 - Informing career development conversations to develop colleagues at all levels
 - Helping to measure behaviour as well as performance.
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If you'd like help with 360 degree feedback or a broader development challenge, please contact us:



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