



How a Credit Services Company Used 20/20 Insight for Management Development

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Griffin Credit Services is one of the HSBC group of companies, an invoice discounting and factoring firm based in Worthing, Sussex, England. Its 750 employees work mostly in Worthing and Birmingham, with regional sales offices across England.

A few years ago, Griffin started a management development program for 100 managers. The program was an integral part of a five-year business strategy, which identified the need to reassess the role of management across the business. A fundamental change was a shift in emphasis from "controlling" to "coaching and empowering staff" at all levels.

The 18-month management development program was Griffin's first 360-degree feedback project, and they selected 20/20 Insight as their assessment tool. During the program, managers received 360 feedback every six months, which gave them a benchmark of management behavior and a way to track change. The feedback included measures on nine leadership items and nine management items, and it included both ratings and comments. Subjects were coached on how to select their own respondents. They received feedback from a manager, four peers and six direct reports, along with a self-assessment. Shine processed the assessments and facilitated the development workshops. Feedback reports were available to feedback recipients by noon the first day.

The reports formed the focus for needs analysis and development activity planning in the workshop. The eight Griffin board of directors also received 360 feedback, although after the initial cycle of managers.

Significant Outcomes:

After the 18 months of the program, the Griffin Leadership Index (criteria measured as part of the company staff attitude survey) rose by 28%. In addition:

- Focus groups used to evaluate the program consistently credited the feedback for improving communication and trust within Griffin.
- 85% of subjects rated the 360 feedback reports among the top three reasons for motivation to self-improvement.
- 100% of subjects identified comments as the most persuasive and helpful aspect.
- 40% more comments were given in the third cycle of feedback than in the first.
- By the third cycle, many more respondents placed their initials next to their comments.

Griffin has extended the use of 20/20 Insight from the management development program, which continues to use it. And Griffin purchased its own 20/20 Insight system to use for its quarterly staff survey.

Lessons Learned

- To be successful, the use of 360 feedback should start with senior executives before being introduced to the rest of the organization.
- Initial orientation of subjects and respondents increases the quality of feedback and the ease of administration.
- In the beginning, the use of an external bureau service can create confidence in the 360 process.
- People seem to have more confidence in the integrity of electronic feedback processes than paper-based equivalents.
- Ideally, surveys should not be lengthy - no longer than 30 minutes to complete. Also, requests for feedback can be timed to avoid "feedback fatigue."
- One-on-one debriefs of feedback reports appear to have more impact and value than small groups debriefs.
- It's important to coach subjects about how to communicate their feedback results to others, especially respondents.