



The objective

To increase individual and teams' self-awareness and understanding of strengths and areas for development to enable effective team self-management and deliver consistently Exceptional Customer Service.

The approach

Bespoke 360° Feedback questionnaire incorporating individual and team statements; individual and team feedback sessions. Facilitated team development workshops following Client Services reorganisation.

The business impact

- greater collaboration
- better resolution of conflicts
- more focused meetings and greater clarity on actions
- increased levels of trust
- greater accountability
- a more receptive attitude to feedback
- a more efficient team approach to issues, with colleagues using their own strengths to benefit the wider team.

"Now it's 'we think' rather than 'I think' - this is the norm."

"The teams have gone from focusing on task to focusing on what will have the biggest impact on the customer."

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About TLC:

We're on a mission to improve the quality of leadership and management capability across the globe. We shall not rest until we see the day when employees, wherever they work, get the bosses they deserve. We've already helped thousands of participants from large organisations such as Diageo, TATA and LEGO all the way to small charities and housing associations.

Our flagship brand is click-360, which is a next-gen digital platform for running 360-degree feedback surveys. 360 feedback is a fantastic way to get affirmations around your key strengths. It's great to know that those people that work around you appreciate what you do and how you do it. It will also reveal strengths you didn't even realise were so valued. While there are plenty of 360 feedback suppliers, the pace of change is slow. Until now!! Enter click-360: mobile responsive and with a modern questionnaire interface (QI), click-360 is the only tool with a simultaneous rating function. Being able to give feedback to more than one person on the same screen at the same time not only saves time but, because you can think in relative terms between each person you're rating, also improves accuracy. Our digital reports are integrated with interactive workbooks containing write-in boxes for reflection, an action planner and even learning suggestions. Check out our QI and digital reports via videos on our website at www.click-360.com.

We also offer help with questionnaire design, awareness briefings and feedback coaching. Alternatively, we can train your people in these practices. Contact: info@click-360.com.

Promoting effective team self-management through change

Founded in 1987, Blue Chip has become the largest independent IBM support company in the UK, as well as a leading facilitator of Cloud Computing strategies and virtualisation. Its 240 staff work from multiple locations in the UK, Europe and Sri Lanka.

The challenges of restructuring

Having restructured its Client Services department into self-managing regional teams, Blue Chip needed to develop self-awareness and inter-team collaboration to continue to improve the customer experience. *"TLC's ethos, culture and approach were a good fit. Their emphasis on clarifying objectives at the start and practical solutions to move us forward made them stand out from the competition,"* states Claire Underwood, L&D Advisor at Blue Chip.

Engaging teams in developing solutions

TLC developed a 360° questionnaire based around their own TeamQ™ as well as Blue Chip's competency framework and ran awareness briefing sessions to set it up well, resulting in a very high completion rate of 93%. *"I've enjoyed getting to know people in my team and understanding what's important to them and how they feel about my behaviour so I can build on my strengths and work on my weaknesses,"* reflects one participant.

People were motivated to make changes to their behaviour and the outputs from the 360s and workshops gave colleagues the tools and time to make improvements in the way teams function.

Business-wide impact from individual growth

Communication is more open and honest, leading to better collaboration and conflict resolution, and greater appreciation of the value of difference. It has made people feel part of their team, and happier. As well as a more harmonious working environment, considerably fewer issues are escalated to the Senior Managers.

"We are much more confident about talking to one another on a one to one basis constructively, with no bad feeling, rather than letting it build up. On the whole, we can deal with issues without involving Team Leads" states one team member.

Improved communication and greater trust has led to some team members feeling more respected and that their contribution is more valid. Quieter people now feel able to come forward, and people feel more comfortable expressing their opinions, challenging and pushing back where previous they had struggled. As Sadie Nesbitt, Human Resources Director remarks, *"There is more consulting, more discussion, more consideration of each other. Now it's 'we think' rather than 'I think - this is the norm now."*

Meetings are more focused, with a greater sharing, discussion and evaluation of ideas, leading to greater clarity on actions including how things will move forward and any stakeholder management required.

For some, the programme's impact has been felt beyond the Client Services teams: *"The learning has most definitely impacted positively on the customer experience... We are able to make sure that when a customer is involved it's all very joined up and the customer realises they can communicate one message and everybody in the team understands,"* says one team member.

"The recent TAPs [Team Action Plans] were very good, impacting business-wide strategy - transformational rather than transactional. The teams have gone from focusing on task to focusing on what will have the biggest impact on the customer," concludes Sadie.

The tools to maintain forward momentum

A reorganisation of Client Services mid-way through the programme means the impact of this behavioural change on the business and customers is yet to be fully realised. *"The only hurdles were our own internal ones. TLC are always on hand to coach, steer and guide us in overcoming them,"* says Claire. *"We're so impressed with TLC, especially their flexibility, responsiveness, respectful challenge and commitment to our vision. There have been many occasions where their team have gone the extra mile to understand our business and our people. We're benefiting greatly from their support on this exciting journey and are looking forward to continuing this partnership in the coming months"* concludes Claire.