

## Case Study – Taylor & Francis Group

# Maximising value from the 360 degree feedback process

Taylor & Francis Group make their people's development and training a priority. A joined up, two-way development process helps them offer the kind of thoughtful, structured support and training their people need to excel.

### Why 360 degree feedback?

Taylor & Francis wanted a bespoke 360 degree feedback questionnaire to tie in with their new competency framework. On recommendation from one of their team, they got in touch with Talent for Growth to discuss their objectives.

We worked in partnership with the HR team, both in the UK and in the US, to design the questionnaire. We agreed a process for the 360 degree feedback cycles and then created branded documents to support communication and education of participants and respondents (raters).

### Programme success

We continue to provide a full project management and administration service and run regular 360 degree feedback programmes for Taylor & Francis, supporting the development of leaders from around the globe. To date we have supported 360 degree feedback for over 140 leaders.

### Maximising value through aggregate reports

Taylor & Francis identified that they could extract high value data with such a large population of participants and asked us to help.

We produced high value aggregate reports showing patterns of strengths and weaknesses within Taylor & Francis as a whole, and then produced reports broken down by business unit and functions within each business unit. Each report had detailed, colour coded data that provided high impact, robust information to guide development decisions for the future. It also gave great insights into the organisations strengths leading to rich discussions about how they could be best utilised and shared.

Caroline Lark said: **“These reports provide a whole new level of value for 360 degree feedback. We all know that when done well, 360 can be transformational for individuals. The aggregate reports allow the organisation as a whole to maximise the value from the process”.**

*Taylor & Francis*

### Goals

Create a bespoke 360 degree feedback questionnaire to tie in with a new competency framework

### Approach

- Worked with UK and US HR teams to design the questionnaire and branded communication and education materials
- Provide full project management and administration for regular 360 programmes

### Results

- Supported 360 degree feedback for over 140 leaders
- Produced high value, high impact aggregate reports to guide future development decisions

### About Taylor & Francis Group

Taylor & Francis Group is one of the world's leading publishers of scholarly journals, books, eBooks, text books and reference works, publishing more than 2,200 journals and over 4,000 new books each year, with a books backlist in excess of 60,000 specialist titles. Taylor & Francis Group is part of Informa PLC.

### About Talent for Growth

Talent for Growth is a global, flexible and innovative consultancy focused on developing leaders and teams to optimise business performance. We are development experts, but we are also pragmatic, business driven individuals – everything we do ties back to supporting the strategy of the organisation.

We offer:

- depth and breadth of knowledge and expertise in leadership development and team effectiveness
- a focus on collaboration and sustainable solutions
- international experience
- absolute adherence to our commitments

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