

## The objective

A flexible, online, 360° Feedback tool to increase individuals' self-awareness and understanding of their own strengths and areas for development so they take more responsibility for their own learning.

## The approach

Bespoke 360° Feedback tool and 'super user' admin training via webinar. 'Train the coach' sessions for internal Natural England coaches to support their colleagues through the 360 process.

## The business impact

Increased self-awareness and confidence, in one case a promotion; improved internal relationships and meetings. Clearer expectations of Natural England people – "one clear message".

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## Bespoke 360 tool facilitates behavioural change at Natural England

Natural England is the government's advisor for England's nature and landscapes – protecting the natural environment and helping people to enjoy it. Its remit, delivered by its 2200 employees, is to provide practical advice, grounded in science, on how best to safeguard England's natural wealth for the benefit of everyone.

Following a competitive tendering process, Natural England appointed TLC to design a robust 360° Feedback tool tailored to its own skills framework. TLC also designed and delivered specialised webinar training for 'super users' and trained internal coaches how to run feedback coaching sessions to support colleagues through the process.

Why TLC? "Partly it was their technology – having the opportunity to grade people over a 100-point scale was great, plus the simultaneous rating facility," states Geof Sheppard, part of the Organisational Development team. "But we also liked the fact that they're human and talk to us. TLC have looked after us so well, we have always had our needs met. We genuinely feel we're more than customers, and TLC cares about getting the best out of the project."

Several groups of Specialists and future Team Leaders have been through the programme, including a repeat 360, and the results are very positive. "Significantly, it's not looking at the technical stuff that is often the focus here; it has opened participants' eyes to lots more of the soft skills and behaviours" says Geof. "It's given them the opportunity to get their heads around what it is they need to do differently. They are improving themselves."

Participants themselves describe the 360 as "insightful", "thought provoking" and "frank". "It has been reassuring to see my peer group value me" cites one Specialist, whilst another Specialist reflects "It gave me a real confidence boost, as my colleagues rated me much higher than I did myself."

"The coaching sessions were invaluable" she continues. "My coach was very good at identifying the key things I needed to work on and improve and as a result of the coaching I've developed relationships beyond my normal network of colleagues and I have since been promoted. I am pretty sure I wouldn't have been successful without the 360 as I would still have been thinking of myself negatively."

Another participant, a future team leader, reflects, "360 has been a really useful experience...It has clarified some things I had been thinking about myself [although] I really wasn't aware of the impact I was having on other people to that extent. I am more self-aware and have changed my behaviour in meetings as a result, with positive feedback from colleagues in my repeat 360."

One Senior Specialist concludes "The biggest benefit of the 360 has been its enabling power...It has been the catalyst for development. I've done more this year than I have for years and I just don't think it would have happened without the 360. Some of our internal relationships have grown as a consequence."

Natural England will continue to encourage more Specialists and future Team Leaders to use the tool. "We wanted colleagues to be more self-aware and to understand their own strengths and challenges so they could design and implement their own development programme and the 360 is making this happen" says Geof. "People are more accepting of feedback and are happier to give it."

Having seen other colleagues benefit, Advisors are asking for the same and Natural England are considering using the 360 amongst the Advisor population. "One unexpected outcome is that the 360 has helped us have a conversation in the business about our expectations of people across our People Leaders, Specialist and Advisor populations. Our intention is that everyone gets one clear message and creating the 360 has driven that." concludes Geof.

## About TLC:

TLC specialises in sustainable behavioural change with measurable cultural and commercial returns on your investment: we promise to contribute significantly more than you invest with us. Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC is where shift happens...helping to shift organisations from where you are now to where you want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables us to get to the root cause of the specific issues affecting individual and organisational success, as well as equipping us to deal with any behaviour that comes up during the course of our delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; diversity & inclusion; 1:1 and group coaching; conflict management and mediation, while our online subsidiary offers organisational feedback tools such as 360, TeamQ and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients including Arriva, Bluechip, Brown Foreman, Celesio, CIMA, Council of Europe, Diageo, E.ON, HSBC, Just Retirement, LEGO, Origin Housing, Saint Gobain, Southern Railway, Swiss Re, The Priory Group and Uniper.