

# 360 LEADERSHIP DEVELOPMENT

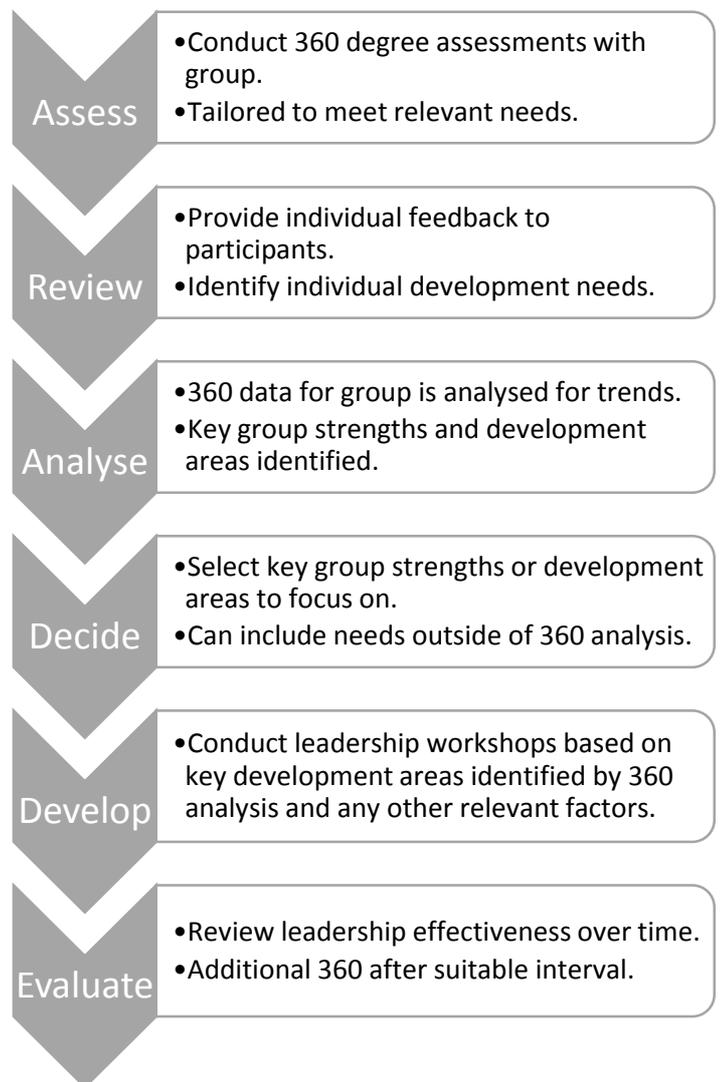
Using a 360 degree feedback tool as part of a broader leadership development process is an effective way of identifying real focus areas.

A 360 degree assessment enables practical and relevant feedback to be provided to participants from a range of sources relevant to their role. This allows raters a chance to provide feedback that they normally may not be able to, and gives the participants a realistic appraisal of their commonly perceived strengths and areas for development. This process also allows group trends to be identified.

## Leadership Development Benefits

- Allows feedback to be received from a range of stakeholders including peers and direct reports.
- Develops awareness of individual strengths and weaknesses which can be used to facilitate development.
- Establishment of a database to which leadership outcome data can be added to enable the continued development of benchmarks as the organisation changes.
- Can set learning objectives for areas that have previously been unidentified.
- When combined with workshops, can provide the knowledge and insights that change behaviour on a permanent basis.

## Leadership Development Process



# CASE STUDY

The new **Department of Environment and Primary Industries (DEPI)** focuses on boosting productivity in Victoria's world-class food and fibre sector, managing our natural resources, protecting our environment and responding to fire, flood and biosecurity emergencies. DEPI has been formed from the Department of Sustainability and Environment and the Department of Primary Industries.

## Business Challenge

- DEPI had been through a period of significant change and were seeking to embed the latest restructure and simultaneously enhance the capacity of Leaders to manage in the new structure.
- Many of the Leaders were struggling to cope with increased workload, lack of clear strategic direction, recalcitrant stakeholders and teams with different levels of engagement.
- Work was required to be carried out across 4 different divisions and completed within a 6 week time frame.

## Solution

- An effective Leader can drive significant change at both the organisation and team level. To end, we set out to develop the Leadership cohort at DEPI via a 3 stage process.
- First we conducted a 360 degree feedback to identify strengths and areas for development and embedded this via a coaching session.
- We then analysed the results from the whole group and created a series of Leadership workshops designed both to broaden Leadership capability, but also to help the Leaders align team members with their expectations, values and work style.

## Outcome

- The feedback scores across all workshops averaged 4.5 out of 5 in terms of relevance, delivery and practical application.
- Most of the Leaders now have an insight into their personality and workstyle that was previously lacking. Many have reported improved communication flows with various team members and are armed with practical strategies that help them resolve conflict, identify productivity & engagement issues, and manage their own time and performance more proactively.

## Client Feedback

- *"Lixivium created a completely tailored approach to our Leadership and culture building needs. They designed and implemented a first rate Leadership program that has yielded terrific ongoing results".*

- **Stephen Creaney, Manager - Culture and Performance/Group Business Manager, DEPI**

