

CURRENT SITUATION

A newly formed leadership team responsible for all facets of customer operations brought together through a restructure process with the intention of increasing availability of leadership to front line staff to **support safe, quality care outcomes**.

Eight people came together with different views on leadership formed by their diverse experiences and backgrounds. The restructure meant that some leadership team members had previously been reporting to others.

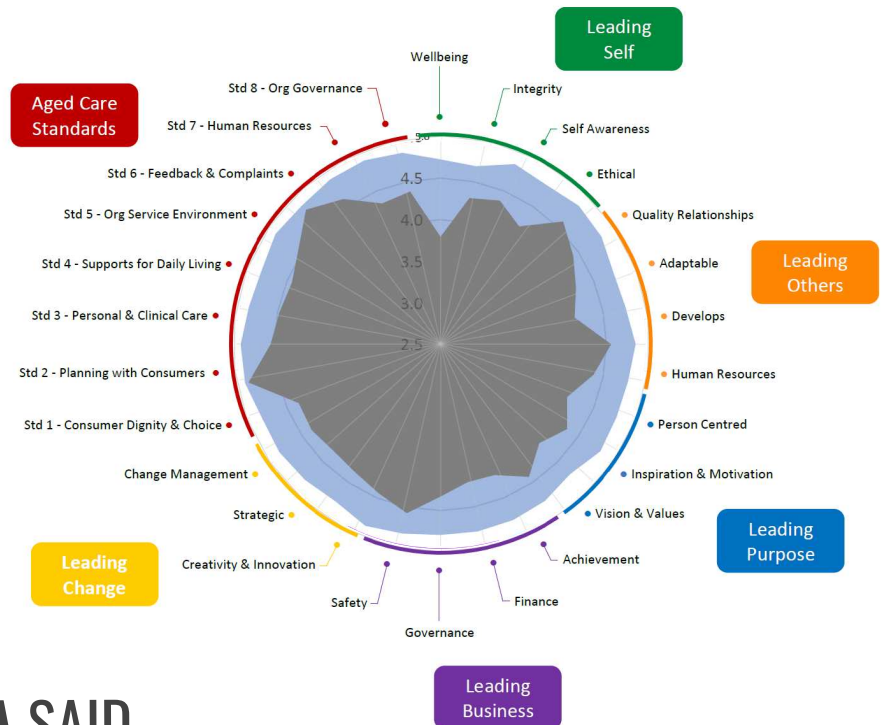
ACTION CILCA 360 PROCESS

Complete the CILCA 360 Survey:

- Measured capability against the six leadership domains looking at both current and desired performance
- Self rate
- Team members, peers and line manager providing feedback

Participants received:

- A copy of the results, a personalised 1.5 hour debrief and a CILCA 360 Self Development Guide.
- A group debrief sharing both individual results and reviewing aggregate results of the teams strengths and weaknesses.



WHAT THE DATA SAID

Key areas of improvements and focus;

- Own wellbeing
- Sharing responsibility
- Poor time management
- Not managing poor performance

By using the CILCA we were able to go through a shared journey about the strengths and opportunities of both the team and as individuals. The CILCA allowed a much richer development discussion than is normally the case with traditional 360 tools.

- Head of Customer Operations

ANALYSIS & INSIGHTS

The **team debrief** creates an opportunity for the team to be guided through discussion that helps **unlock insights** that are drawn from the results of the 360 together with known performance and personal experiences of the team.

Using the **foundations for transformation approach**, the performance coach guided the discussion and enabled participants to **make connections** between the results, what may be standing in the way of transformation, and thus the levers for change.

This team were able to quickly determined the following **key priorities** for their **team development**:

- Transform the **intention into impact**.
- Making meaningful and sustainable changes through managing people and making changes to processes.
- Develop the resilience and self-care capability to enable a greater leadership impact.

OUTCOMES FOR TEAM

1. **Sharing** of individual results to create alignment and shared understanding within the team, holding people personally accountable for their own leadership gaps.
2. **Commitment** to achieving high performance through creation of team charter and 'getting into action' as a team
3. **Design** of tailored leadership program aimed at addressing key gaps as identified in aggregate data.
4. **Annual retest** in 12 months time to track progress