

## Holistic development – Leadership Feedback at BNP Paribas Leasing Solutions Germany.



**BNP PARIBAS**  
**LEASING SOLUTIONS**

90°- or Leadership Feedbacks usually have a clear focus on human resources development. The specific implementation at BNP Paribas showed how to not only promote managers' individual development, but also strengthen the enterprise's management culture through a holistic approach.

### The Setting

An autonomous division of a globally operating banking group, BNP Paribas Leasing Solutions has for many years successfully operated in an equally international and dynamic market environment. An important factor for safeguarding this success is the managers' work within the company. It is their responsibility to incorporate the company's goals and vision into their own department and to motivate their employees to align their daily activities accordingly.

To further support managers in this equally demanding and critical task, management and staff expressed the desire to increase attention towards leadership development.

First indications on development potential were deduced from the employee survey (GPS) conducted in 2014. Aiming at further specifying and sustainably realising this potential, an online-based management feedback

## Infobox

### The Company (at time of project)

As a division of the globally operating commercial bank BNP Paribas, BNP Paribas Leasing Solutions is specialised in the leasing and rental of industrial investment goods. Since 1985, BNP Paribas Leasing Solutions is operating in Germany and employs a total of 270 employees at its branch office in Cologne. BNP Paribas Leasing Solutions' customers are internationally operating corporations and industrial companies as well as traders and distributors, realising a new-business-volume of 2.3 billion EUR in 2014.

### The Goal

The aim was to support managers in their individual development while at the same time facilitating the derivation of enterprise development potential regarding leadership.

### The Process

- | Use of an individual questionnaire, tailored to BNP's objectives
- | Efficient information management
- | Implementation of the Leadership Feedback via the online platform meta | 360
- | Follow-up process consisting of mandatory and voluntary steps for the individual support of managers

### The Benefit

BNP and meta | five succeeded in introducing a feedback process that individually supports managers in identifying personal strengths and developmental potential through the structured collection and comparison of their self-perception and the perception by others. Moreover, the reflection of aggregated feedback results enables the identification of enterprise-wide development potential in terms of leadership.

was established in 2015. With meta | five, BNP Paribas Leasing Solutions found a competent and experienced partner for support regarding the technical implementation and actual design of the feedback process. Their objective was to create a process which yielded significant results while at the same time binding as little company resources as possible

## The Objective

With the introduction of the Leadership Feedback, BNP Paribas Leasing Solutions initially pursued the goal of sustainably supporting the individual development of all managers located in the branch office Cologne. The diverging level of experience within the managing group required above all a flexible follow-up in order to take into account and satisfy the individual needs for support.

In addition to the fostering of individual development, BNP Paribas Leasing Solutions aimed at developing a holistic understanding of its employees' and managers' perception of leadership. The elevated status quo should make it possible to identify overarching strengths and optimization potentials to define target-oriented measures to further strengthen the management culture.

Furthermore, the implementation of management feedback was to facilitate the dialogue between employees and managers while enhancing an open-minded feedback culture.

## The Questionnaire

The core of every feedback survey is the respective questionnaire. Matching the character and vision of leadership in different companies, requires an equally behavioural related, as well as practical item set. Following this

guiding principle meta | five, in close coordination with the project partners, conceived a questionnaire which was tuned precisely to the company's working-reality. The questionnaire's content traces back to the newly developed and Europe wide implemented competence model.

In order to furthermore reveal overarching development areas, open answer formats were integrated for the participants to provide direct and individual feedback. These items are aimed at capturing the perception of leadership in the respective departments and their superordinate organizational unit.

## The Communication Process

Acceptance and a high return quota can be achieved by a comprehensive and target-group-specific communication process. At the same time, the efficiency of communication means is linked with the structural and semantic fit towards the importing company's culture.

Corresponding to these requirements, meta | five, along with the project partners of BNP Paribas Leasing Solutions, developed a comprehensive communication concept, individually tailored to the company's information culture:

- | Broad announcement of the instrument via an e-mail from the board
- | Provision of detailed information about the process as well as comprehensive feedback guidelines for participants via the intranet (ECHONET)
- | Provision of participant-specific online flyers and guidelines via the online platform (meta | 360)
- | Informative e-mails from HR to participants regarding current events

Supplementary to the use of online-based information, two information events with a duration of one hour were held during which participants were given the opportunity to ask meta | five questions before the feedback survey went live.

Over the entire course of the feedback process, managers and employees were furthermore able to contact the meta | five support hotline both via telephone and e-mail.



## The Follow-up

The follow-up of feedback projects is a crucial element for a sustainable process: How can an effective use of the received feedbacks be ensured? Which need for support can be expected? And which resources are available to respond to the upcoming demand?

Based on these and other key questions, the following steps of the individual follow-up were defined:

- | Immediate provision of feedback reports to the recipients and their line managers
- | Conduction of debriefing sessions together with the respective line managers to reflect on results and the define development objectives as well as concrete measures
- | On demand: Conduction of the debriefing feedback by an external consultant and subsequent discussion of the results with the line manager
- | Implementation of team workshops to discuss essential results as well as specify undefined topics; led by the respective feedback recipient

To support the feedback recipients in deriving maximum benefit from the individual feedback results, meta | five developed a guide providing advice on how to purposefully and constructively use feedback.

In order to identify overarching development areas, Human Resources received anonymised group reports, summarising results on an overall and group-level. The analysis and subsequent definition of measures was carried out in close cooperation with meta | five.

## Evaluation of overall process

After finishing the feedback survey, all participants – feedback recipients as well as feedback providers – got the opportunity to share their experiences with the Leadership Feedback as part of an evaluation survey. The results of the survey revealed a positive perception of the instrument. The participants particularly praised the chance to review their results with the support of an external coach and to identify both strengths and areas of development in a constructive dialogue. Looking ahead, feedback recipients as well as providers expressed the desire to repeat the feedback and enhance



the sustainable and transparent work with the results in future turns.

In Summary, the evaluation results stated the openness and satisfaction of the participants regarding the implemented instrument. Moreover the responses delivered valuable impulses for the further optimization regarding following conductions.

### What was Achieved?

Implementing the Leadership Feedback, BNP Paribas Leasing Solutions and meta | five succeeded in creating a holistic feedback process which supports managers in identifying their own strengths and development potential via an online-based feedback survey. The combined use of mandatory and optional follow-up steps thereby allowed for an individual and demand-oriented support. Moreover, the option to choose between different support services encouraged managers to take a deliberate and self-reliant approach to their individual development.

In addition to that, meetings with the recipient's supervisors and employees were arranged to collectively reflect on the feedback results. Beyond the appraisal of the feedback process as such, this also more generally laid the foundation for a constructive and continuous dialogue between the different hierarchical levels. The analysis on an overarching organisational level

*„The Leadership feedback is an important component in the implementation of a new management guideline, which was developed as part of an international project by our parent company for us.*

*The instrument was implemented to facilitate the development of our executives. The individual results provide important information on their own strengths and development areas. At the same time the multi-stage follow-up process encourages open an dialogue about leadership at BNP Paribas Leasing Solutions between managers and their teams.*

*meta | five has helped us to successfully implement and conduct the feedback process by providing appropriate solutions in time. Therefore, we are looking forward to continue the pleasant and successful cooperation with meta five.”*

Kim Kuhle  
HR Development,  
BNP Paribas Leasing Solutions Deutschland

allowed BNP Paribas Leasing Solutions to identify company-wide potential in leadership and to consequently define target-oriented measures to further strengthen its overall management culture.

## Infobox

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### About us:

meta | five is a business consultancy with a team consisting of psychologists, economists and IT-experts. Our service portfolio ranges from the development and realisation of strategies and processes to the design and implementation of tools for personnel diagnostics and development to analyses of "soft" factors of success and aspects of organisational development. We always execute these tasks taking into account our customers concrete objectives and framework conditions. All trainers and consultants from meta | five have extensive experience from various projects for customers from diverse business areas.