

Supporting aspiring branch and store managers at Travis Perkins PLC using Talent 360®

Using Talent 360® as an integral part of its management development programme has given Travis Perkins PLC:

- A structure to spark great conversations around development, performance and career
- A customisable tool based entirely on its own leadership model
- A way of collating data across a group of managers and leaders.



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Phil Allen, Leadership Development Specialist, Travis Perkins group

The challenge

Developing its own talent is part of its DNA. Travis Perkins runs a six-month management development programme for those aspiring branch or store managers. This programme offers those taking part, the opportunity to acquire the skills, behaviours and competencies needed in their next role. Many of these managers have never had the opportunity to think about their current capabilities or what may be needed in a different role.

Phil Allen, Leadership Development Specialist for the Travis Perkins group, wanted to implement a 360 tool that had the potential of offering career-changing insight to these people.

The solution

Once it was agreed that a 360 should be incorporated within the programme, it was a logical next step to use Head Light’s Talent 360 as it was in use in other parts of the business.

Phil comments: *“We knew that we wanted to extend our use of Talent 360 as we were impressed by the flexibility and ability to customise the system for us. It gives our people the information they need to help them make decisions about their own development.”*

“We have our own leadership model and we knew we’d be able to quite easily create a 360 assessment for the programme based around our model and our language. It means that we are measuring the right skills, competencies and behaviours. It’s a straightforward system to set-up and use, and the on-going technical support we get from Head Light is exceptional.”

The team at Travis Perkins were quite clear on how they wanted the 360 questions to be worded and drafted these themselves.

“We were quite capable of designing the questionnaire ourselves but the support, challenge and input we received from Head Light at this time meant that we created a more refined 360 assessment and, from a professional perspective, it was good to engage with another psychologist.”



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Outcome

The biggest single outcome, Phil believes, is in using the Talent 360 report as a catalyst for a solid discussion around development.

He adds: *“The report that the participants get is clear and helps to structure the development conversation. For those that genuinely embrace the feedback, it becomes a career enhancing couple of hours, well spent.”*

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Going forward

Phil concludes, *“As a result of the recently implemented Apprenticeship Levy, the key priority for our business over the coming years is the introduction of a range of Apprentice programmes at all levels. We will be using Talent 360 as a way of starting the development in the right way, targeting where the Apprentices need to focus, and using the tool as a way of measuring and demonstrating the impact of their learning.”*

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