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Consulting and Development

case study / Team 360°

From 360° Feedback to Shared Leadership Accountability

A Team 360° with a senior leadership team

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At a glance

Omnicor recently conducted a Team 360° with the Senior Leadership Team of a leading organisation in the pharmaceutical industry, ahead of its strategy breakaway. The results showed a clear difference in perceptions among the respondent groups. EXCO and stakeholders rated the Senior Leadership Team positively, while Direct Reports provided the lowest ratings. The Senior Leadership Team worked through the results and agreed on a set of commitments for how it wanted to lead going forward.

What is a Team 360°?

Mary occupies a senior regional leadership role within a global pharmaceutical company, reporting into an international leadership structure while also engaging closely with local executive leadership. She is regarded as technically strong, intelligent, highly capable, and dependable under pressure.

Despite these strengths, concerns had begun to emerge regarding her effectiveness in leading through others. Feedback suggested that Mary tended to take on too much responsibility herself, struggled to delegate consistently, and found it difficult to assert herself confidently within her team. There were also signs of increasing strain within team relationships, raising concerns regarding long-term team effectiveness, engagement, and sustainability.

At the same time, Mary was operating under significant pressure within a demanding and fast-paced environment. Although she appeared calm externally, she was experiencing high levels of internal stress and self-doubt.

Why the Team 360° was conducted

The aim of the Team 360° was to give the team clear, honest feedback on how it was performing as a team, to recognise its collective strengths, and to find practical ways for members to support one another.

The survey set out to:

- Understand how EXCO, stakeholders and Direct Reports each experienced the team
- Locate the gaps between those perspectives, and the reasons behind them
- Set a shared, evidence-based direction for how the team would lead going forward

What Omnicor did

After conducting the Team 360° survey, Omnicor analysed the results into a clear picture of where the team was strong and where it had room to grow. At the team's strategy breakaway, an Omnicor facilitator took the Senior Leadership Team through the findings in a safe, structured setting.

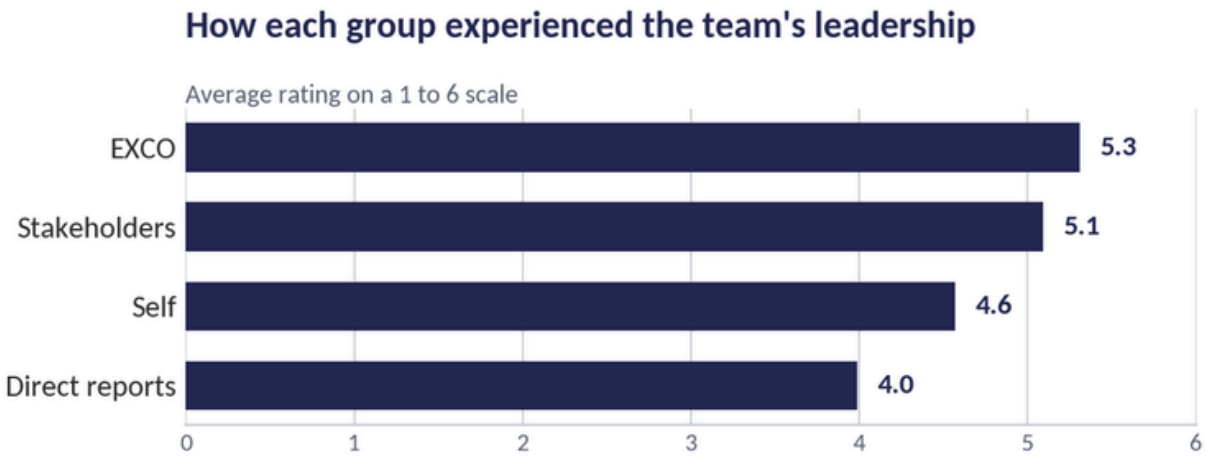
The session followed a deliberate sequence:

- The team named its own strengths and development areas first, before seeing the data
- The facilitator presented the Team 360° results and highlighted themes that stood out
- Smaller groups worked through the feedback and engaged in development planning
- A solution-focused exercise helped the team picture what real progress would look like and articulate a collective vision for growth
- The team closed out by agreeing on shared commitments for the next 90 days

Clear ground rules were set to create psychological safety and encourage constructive discussions. The team agreed to speak from personal experience, assume positive intent, stay curious, and keep what was shared confidential.

The survey findings

The survey gave the team an honest read on how it was experienced. Ratings from the Direct Reports in the survey did not point to a delivery problem, but instead revealed a relationship and culture gap, and highlighted a need for tighter cohesion within the Senior Leadership Team itself.



The Senior Leadership Team was rated the lowest in five areas:

- Innovation and continuous improvement
- Fair and consistent reward and recognition
- Psychological safety to challenge the Senior Leadership Team
- Investment in developing people
- Workload and work-life balance

The coaching process was positioned as developmental and supportive rather than corrective. A three-way contracting session between Mary, her manager, and the coach ensured alignment around expectations, developmental priorities, and desired outcomes.

These concerns were not the whole picture. Several clear strengths came through as well, which included the following:

- A strong commitment to quality and excellence across the organisation
- Ethical leadership, acting in line with the organisation's values
- Treating people with dignity and respect
- Keeping the impact on customers and stakeholders front of mind
- Functioning cohesively and maintaining high standards

A selection of anonymised comments from the survey captures both sides:

What people valued	Where they saw room to grow
“They listen, and are prepared to discuss ideas.” *“It fosters a culture of collaboration and mutual respect.”* *“Driving quality in every decision that is made.”*	*“There isn’t a recognition culture where great work is celebrated.”* *"Create a culture where all perspectives are heard.”* *“Sometimes too stuck on old ways of doing things, and not open enough to change.”*

What the Senior Leadership Team committed to

The Senior Leadership Team then agreed what it would do differently. The focus was on everyday behaviour and ways of working, not new structures or systems. These commitments were grouped into seven themes.

- Adopting new technology, including AI
- Breaking down silos
- Making it safe to challenge upwards and across the team
- Fixing the forums to help people speak up
- Connecting with the Direct Reports more often, and more personally
- Sharing the leadership load
- Holding each other and the Direct Reports accountable, constructively

This built on the team's strengths rather than starting from scratch. The aim was to close the gap the survey revealed while protecting what already worked well.

Conclusion

The Team 360° gave the Senior Leadership Team an honest, shared view of how its leadership is experienced, and the team turned that into a clear set of commitments it owns together. The value was not in the survey itself, but in what the team chose to do with it. By facing the feedback openly and agreeing on how it wanted to lead, the team moved from a snapshot of perceptions to a practical agenda for change.

For more information about Omnicor's Leadership Development, contact od@omnicor.co.za

https://omnicor.co/

Leadership Development is critical to organisational success.