

Section Six - Comparison with Previous 360 Survey

Summary Overview - Comparing the average ratings of all who provided feedback

Previous 360 results from: 2011

Scale:

An improvement (A 3% or more increase)

The same/ little movement

A drop (A 3% or more decrease)

Leading Change	Then	Now
All Respondents	79%	75%
Manager/s	80%	75%
Colleagues	73%	74%
Direct Reports	85%	77%
Others	78%	n

Relationships	Then	Now
All Respondents	67%	68%
Manager/s	63%	67%
Colleagues	63%	70%
Direct Reports	71%	65%
Others	68%	n

Strategy	Then	Now
All Respondents	80%	80%
Manager/s	75%	75%
Colleagues	74%	75%
Direct Reports	90%	81%
Others	77%	n

Team Player	Then	Now
All Respondents	71%	72%
Manager/s	75%	65%
Colleagues	70%	75%
Direct Reports	76%	70%
Others	65%	n

Leadership	Then	Now
All Respondents	68%	72%
Manager/s	71%	71%
Colleagues	67%	71%
Direct Reports	71%	72%
Others	66%	n

Performance Focused	Then	Now
All Respondents	83%	77%
Manager/s	86%	77%
Colleagues	79%	75%
Direct Reports	87%	81%
Others	79%	n

Communication	Then	Now
All Respondents	71%	71%
Manager/s	71%	54%
Colleagues	69%	69%
Direct Reports	73%	74%
Others	72%	n

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Individual behaviours - Comparing the average ratings of all who provided feedback.

Making Progress

		Then	Now	Movement
Leadership	Delegates effectively: doesn't become involved in the detail of other people's roles.	48%	68%	19.4%
Leadership	Reacts positively under pressure.	60%	77%	16.3%
Leadership	Adapts leadership style to fit the situation.	56%	72%	12.5%
Creativity	Is open to new ideas.	65%	75%	10.3%
Team working	Fosters a positive team spirit.	58%	67%	8.4%
Forward thinking	Comes up with fresh perspectives and innovative ideas.	56%	64%	7.8%
Performance Driven	Provides clear, constructive feedback where performance standards have not been met.	75%	82%	7.1%
Strategic Thinking	Understands the total business value chain.	88%	95%	7.1%
Solution Focused	Lets people know when they are performing well.	63%	70%	6.3%
Team Ethos	Works through conflicts to create win/win results.	69%	75%	6.3%

Staying the Same

		Then	Now	Movement
Solution Focused	Gets the job done: delivers on time, no excuses.	90%	91%	1.4%
Communication	Tailors his/her communication to the individual and situation.	66%	67%	1.0%
Team working	Empowers his/her team to make decisions and take action.	69%	70%	0.9%
Leading Change	Maintains his/her energy and motivation during times of change.	85%	86%	0.6%
Team Ethos	Encourages challenging views/ values diversity.	56%	56%	0.4%
Strategy	Works with the whole organisation in mind and not just their function/area.	74%	73%	-0.1%
Strategy	Helps the team turn strategy into quantifiable goals / actions.	72%	72%	-0.2%
Innovation	Looks externally for creative solutions.	65%	64%	-0.6%
Team	Provides appropriate support to team members.	70%	70%	-0.7%
Solution Focused	Has a sense of urgency and can instil that in those around them.	84%	83%	-1.0%

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Falling Back

		Then	Now	Movement
Leading Change	Follows through, ensuring change initiatives are embedded.	92%	80%	-12.5%
Leadership	Uses feedback to improve performance.	68%	57%	-11.2%
Solution Focused	Ensures people focus on the important areas first.	84%	73%	-10.4%
Leading Change	Identifies potential risks.	81%	72%	-9.4%
Delivery	Regularly reviews team members' performance against objectives.	84%	84%	-7.1%
Strategy	Makes a valuable contribution to the Senior Team.	80%	73%	-6.7%
Leading Change	Articulates the reasons for change to those affected by it and gains their buy-in and cooperation.	77%	70%	-6.6%
Communication	Makes complex things simple for others to understand.	75%	69%	-6.3%
Leading Change	Effectively adapts to changing situations.	75%	69%	-6.3%
Innovation	Effectively converts management ideas into successful, value added outcomes.	80%	73%	-6.3%