

Developing your Leaders through 360 Feedback

MOORE STEPHENS

Moore Stephens, a leading national tax & accounting firm with 500+ staff nationally. All Moore Stephens firms are long standing members of their local business communities and specialize in providing personalized, expert and commercially astute assurance, accounting, tax and advisory services.

THE CHALLENGE

Moore Stevens recognized a need to improve their 'customer experience' in light of a highly competitive environment. OPRA was engaged to create an assessment solution to be used as a key development tool for each Partner. Moore Stephens required a method which would measure key strengths and development areas, customer satisfaction, as well as provide longitudinal information that the firm could use each year going forward.

OPRA'S SOLUTION

Through in-depth consultation it was decided that a fully customised online 360 Assessment tool would be the most effective in assessing the specific capabilities identified by Moore Stephens (questions and 'industry' language were customised). This would also serve as a way to engage customers, as they would be invited to provide feedback on staff performance. It was then decided that change needed to be 'driven from the top'.

Therefore, the Partnership Group was the first to be assessed, with assessors including Managers, Peers, Subordinates and Customers/Stakeholders. The results were confidentially collated and reviewed by OPRA and presented to the Managing Director, who then fed back to the Partners as part of a broader leadership development program.

RESULTS

- Results from the 360 assessment were collated into a learning and development template which is now used as a critical monitoring tool for all Partners.
- Analysis of these results 1 year later revealed the following:
 - **11% increase** in "cultural contributions", such as upholding professional and ethical standards, acting with integrity
 - **9% increase** in "inspires/leads/engages" which means creating enthusiasm in the future of the firm, rallies positive support to get results, understanding how to motivate and act as a mentor.
 - **8% increase** in "overall leadership", such as maintaining a climate of excellence, inspiring others to achieve, managing resources effectively, and thinks strategically about the firm's direction
- Results also revealed a decrease in client satisfaction revealing a need for further analysis and training. Specifically, there was a **4% decrease** when clients were asked the following:
 - *"How well does the partner communicate with you and maintain an ongoing client relationship?"*

"These analytics are critical for understanding and delivering organisational improvement. "

Adam Irwin
COO