Sample Report 1

Your HILCA360 Feedback Report

HILCA 360°
growing health leaders

Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	2 responses
Peers	1 response
Direct reports	5 responses
Others	4 responses

Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 50 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Follows legislation
2. Follows P&P
3. Actively cares
4. Self-respecting
5. Service coordination

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.
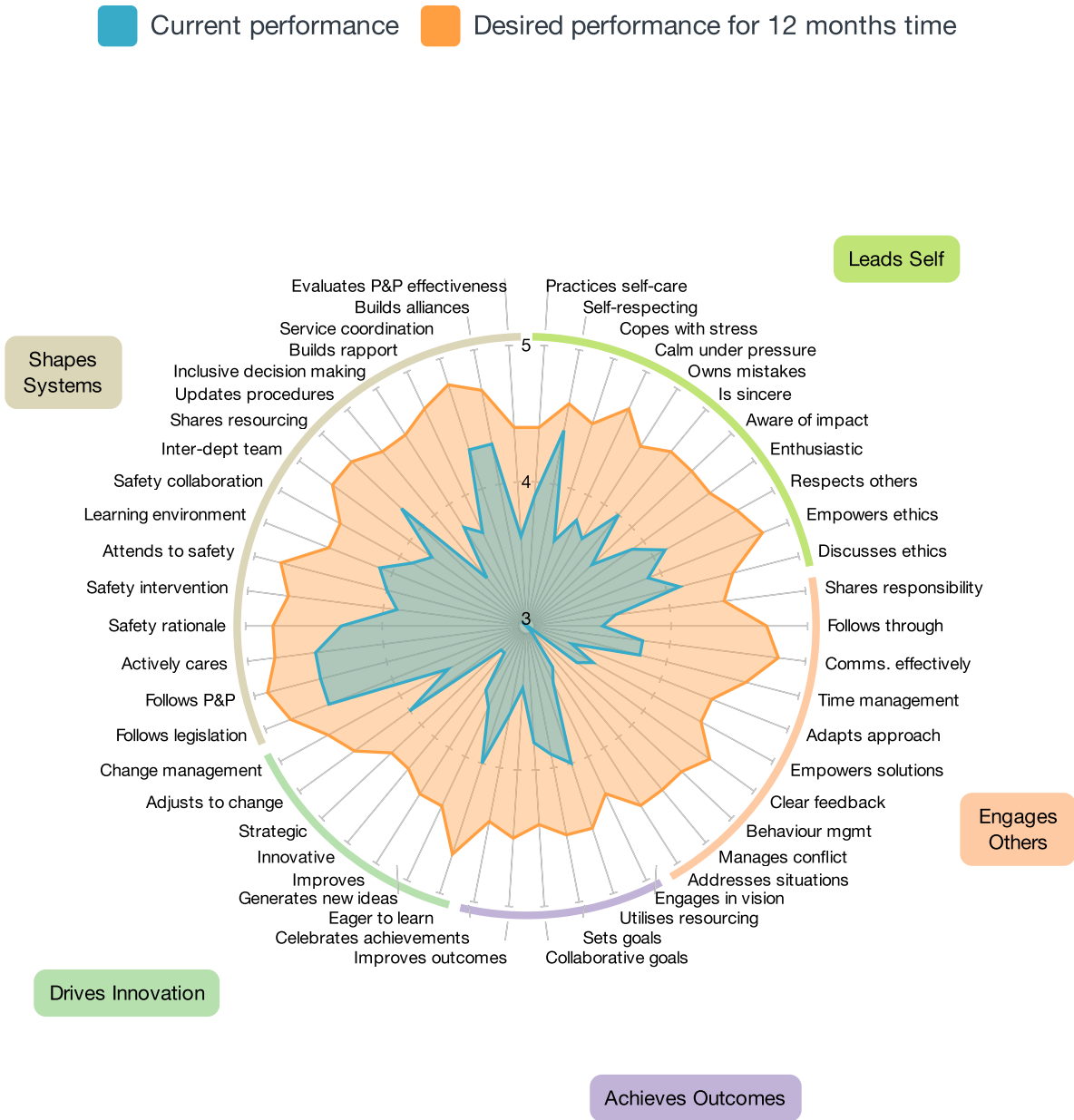
Your top 5 areas to improve

1. Behaviour mgmt
2. Manages conflict
3. Addresses situations
4. Clear feedback
5. Follows through

Each person also gave you a score for your desired performance. The top 5 areas to improve are those for which the gap between your current performance and your desired performance is largest.

Spidergraph

The spidergraph below shows all of the areas you were assessed against and the average scores given by people assessing you (not including your own score).

■ Current performance   **■ Desired performance for 12 months time**

Leads Self

Shapes Systems

Engages Others

Drives Innovation

Achieves Outcomes

Evaluates P&P effectiveness
Builds alliances
Service coordination
Builds rapport
Inclusive decision making
Updates procedures
Shares resourcing
Inter-dept team
Safety collaboration
Learning environment
Attends to safety
Safety intervention
Safety rationale
Actively cares
Follows P&P
Follows legislation
Change management
Adjusts to change
Strategic
Innovative
Improves
Generates new ideas
Eager to learn
Celebrates achievements
Improves outcomes

Practices self-care
Self-respecting
Copes with stress
Calm under pressure
Owns mistakes
Is sincere
Aware of impact
Enthusiastic
Respects others
Empowers ethics
Discusses ethics
Shares responsibility
Follows through
Comms. effectively
Time management
Adapts approach
Empowers solutions
Clear feedback
Behaviour mgmt
Manages conflict
Addresses situations
Engages in vision
Utilises resourcing
Sets goals
Collaborative goals

5
4
3

Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.

Area assessed

Current performance

Some of the time — All of the time

We recommend you focus on these top 5 strengths

- Follows legislation
- Follows P&P
- Actively cares
- Self-respecting
- Service coordination

You can review the other areas to see if there are any surprises.

- Safety rationale
- Builds alliances
- Shares resourcing
- Respects others
- Learning environment

- Discusses ethics
- Utilises resourcing
- Is sincere
- Eager to learn
- Attends to safety

- Adjusts to change
- Sets goals
- Safety intervention
- Safety collaboration
- Practices self-care

- Enthusiastic
- Empowers ethics
- Time management
- Inter-dept team work
- Inclusive decision making

Your top areas to improve

Your colleagues were asked to rate both your current and desired performance. The areas that your colleagues think you would benefit most from improving are listed below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.

Area assessed

Desired improvement

Small   Large
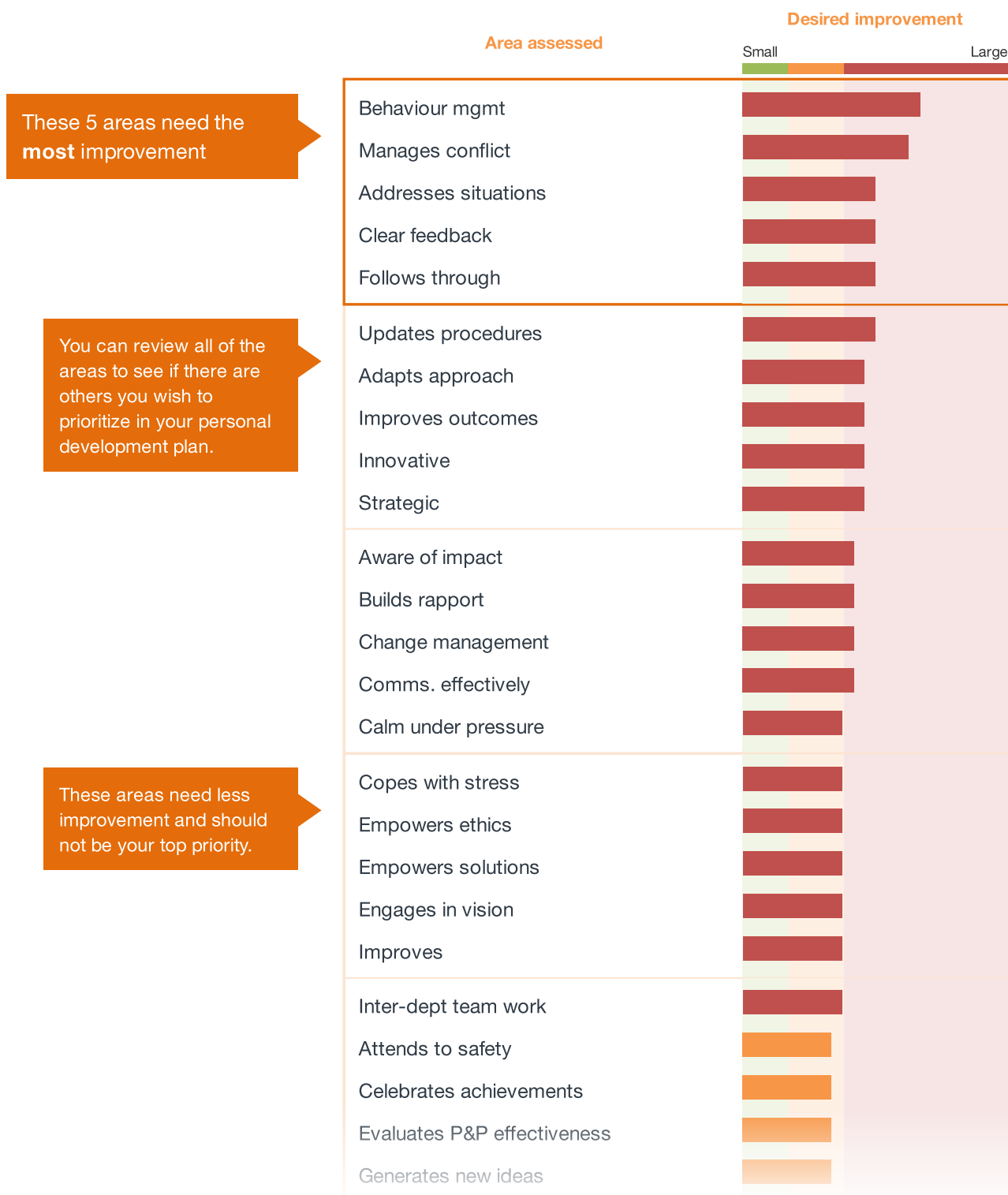
These 5 areas need the **most** improvement

- Behaviour mgmt
- Manages conflict
- Addresses situations
- Clear feedback
- Follows through

You can review all of the areas to see if there are others you wish to prioritize in your personal development plan.

- Updates procedures
- Adapts approach
- Improves outcomes
- Innovative
- Strategic

- Aware of impact
- Builds rapport
- Change management
- Comms. effectively
- Calm under pressure

These areas need less improvement and should not be your top priority.

- Copes with stress
- Empowers ethics
- Empowers solutions
- Engages in vision
- Improves

- Inter-dept team work
- Attends to safety
- Celebrates achievements
- Evaluates P&P effectiveness
- Generates new ideas

How different groups rated your top areas to improve

Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average amount of desired improvement.

Note: we do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Desired improvement (average)	Your view	Direct manager	Direct reports	Others
Behaviour mgmt		Large	Large	Large	Large
Manages conflict		Large	Large	Large	Large
Addresses situations		Large	Large	Large	Medium
Clear feedback		Large	Large	Large	Medium
Follows through		Large	Large	Large	Medium
Updates procedures		Large	Large	Large	Large
Adapts approach		Large	Small	Large	Large
Improves outcomes		Large	Medium	Large	Large
Innovative		Large	Large	Large	Large
Strategic		Large	Medium	Large	Large
Aware of impact		Large	Large	Large	Medium
Builds rapport		Large	Large	Large	Medium
Change management		Large	Small	Large	Large
Comms. effectively		Large	Large	Large	Medium
Calm under pressure		Large	Medium	Large	Medium
Copes with stress		Large	Large	Medium	Large
Empowers ethics		Large	Large	Large	Medium
Empowers solutions		Large	Medium	Medium	Large
Engages in vision		Large	Large	Large	Medium
Improves		Large	Small	Large	Large
Inter-dept team work		Large	Large	Large	Medium
Attends to safety		Small	Small	Large	Large
Celebrates achievements		Large	Large	Medium	Medium
Evaluates P&P effectiveness		Large	Medium	Large	Medium
Generates new ideas		Large	Small	Large	Medium

Item				
Inclusive decision making	Large	Large	Large	Small
Owns mistakes	Large	Medium	Medium	Medium
Safety intervention	Small	Small	Large	Large
Shares responsibility	Large	Medium	Large	Medium
Time management	Large	Small	Large	Small
Eager to learn	Large	Medium	Medium	Large
Enthusiastic	Large	Small	Large	Medium
Collaborative goals	Large	Small	Large	Medium
Is sincere	Large	Medium	Large	Small
Respects others	Large	Medium	Medium	Medium
Safety collaboration	Large	Small	Medium	Medium
Sets goals	Large	Small	Medium	Medium
Adjusts to change	Large	Small	Large	Small
Practices self-care	Large	Small	Large	Small
Safety rationale	Small	Small	Medium	Medium
Service coordination	Large	Small	Medium	Medium
Shares resourcing	Small	Small	Medium	Medium
Utilises resourcing	Large	Medium	Medium	Small
Builds alliances	Small	Small	Medium	Small
Discusses ethics	Large	Small	Medium	Medium
Follows P&P	Small	Small	Small	Medium
Learning environment	Small	Small	Medium	Medium
Actively cares	Small	Small	Medium	Small
Follows legislation	Small	Small	Medium	Medium
Self-respecting	Large	Medium	Medium	Small

Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 5 sections
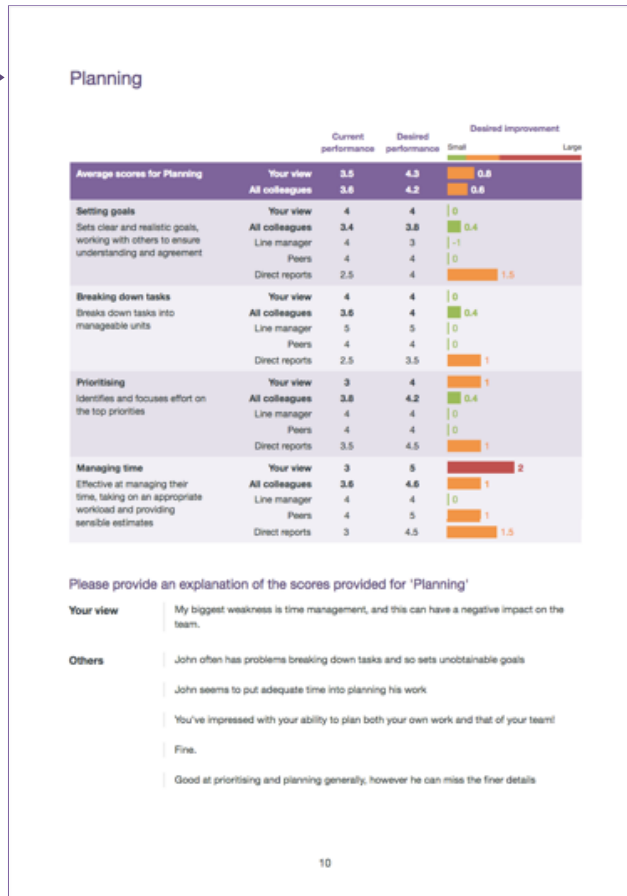
At the top of each section, you'll see the scores provided and the amount of desired improvement

If the section included text-based questions, the answers to those questions are shown below.

What do the scores mean?

For each area, each person gave you a score out of 5 for both your current performance and desired performance. The meaning of each score is shown in the scale below:

3	4	5
Some of the time	Most of the time	All of the time
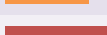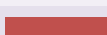
The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.
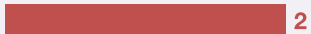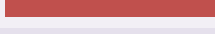
01. Leads Self |

		Current performance	Desired performance	Desired improvement
				Small — Large
Average scores for 01. Leads Self | ▉▉▉	**Your view**	**3.8**	**4.8**	1
	All colleagues	**3.9**	**4.6**	0.7
Practices self-care	**Your view**	**3**	**4**	1
01. Practices self-care	**All colleagues**	**3.9**	**4.4**	0.5
	Direct manager	4.5	4.5	0
	Direct reports	3.5	4.8	1.3
	Others	4	4	0
Self-respecting	**Your view**	**3**	**4**	1
02. Is self-respecting	**All colleagues**	**4.4**	**4.6**	0.2
	Direct manager	4.5	5	0.5
	Direct reports	4.4	4.8	0.4
	Others	4.3	4.3	0
Copes with stress	**Your view**	**4**	**5**	1
03. Copes well with stress	**All colleagues**	**3.6**	**4.5**	0.9
	Direct manager	4	5	1
	Direct reports	4	4.8	0.8
	Others	3	4	1
Calm under pressure	**Your view**	**4**	**5**	1
04. Is calm under pressure	**All colleagues**	**3.8**	**4.7**	0.9
	Direct manager	4	4.5	0.5
	Direct reports	3.6	4.8	1.2
	Others	3.8	4.6	0.8
Owns mistakes	**Your view**	**4**	**5**	1
05. Takes ownership of own mistakes	**All colleagues**	**3.7**	**4.5**	0.8
	Direct manager	3.5	4	0.5
	Direct reports	4.2	5	0.8
	Others	3.3	4	0.7
Is sincere	**Your view**	**4**	**5**	1
06. Is sincere	**All colleagues**	**4**	**4.6**	0.6
	Direct manager	4	4.5	0.5
	Direct reports	4	5	1
	Others	4	4.2	0.2
Aware of impact	**Your view**	**4**	**5**	1
07. Seems aware of their impact on others	**All colleagues**	**3.6**	**4.6**	1
	Direct manager	3	4.5	1.5
	Direct reports	3.6	4.8	1.2
	Others	3.8	4.4	0.6

Enthusiastic	**Your view**	**4**	**5**	1
08. Has an enthusiastic approach to work	**All colleagues**	**3.9**	**4.6**	0.7
	Direct manager	4.5	4.5	0
	Direct reports	3.8	5	1.2
	Others	3.8	4.2	0.4
Respects others	**Your view**	**4**	**5**	1
09. Treats all others with respect	**All colleagues**	**4.1**	**4.7**	0.6
	Direct manager	4	4.5	0.5
	Direct reports	4.4	5	0.6
	Others	3.8	4.4	0.6
Empowers ethics	**Your view**	**4**	**5**	1
10. Empowers others to make ethical choices	**All colleagues**	**3.9**	**4.8**	0.9
	Direct manager	4	5	1
	Direct reports	4	5	1
	Others	3.8	4.4	0.6
Discusses ethics	**Your view**	**4**	**5**	1
11. Develops a climate of healthy discussion around ethical issues	**All colleagues**	**4.1**	**4.5**	0.4
	Direct manager	4.5	4.5	0
	Direct reports	4.2	4.8	0.6
	Others	3.8	4.2	0.4

02. Engages Others |

		Current performance	Desired performance	Desired improvement
				Small ———— Large
Average scores for 02. Engages Others | ▉▉▉	**Your view**	**3.5**	**5**	1.5
	All colleagues	**3.4**	**4.5**	1.1
Shares responsibility 12. Shares responsibility effectively	**Your view**	**3**	**5**	2
	All colleagues	**3.6**	**4.4**	0.8
	Direct manager	3.5	4	0.5
	Direct reports	3.8	4.8	1
	Others	3.5	4	0.5
Follows through 13. Follows through on commitments	**Your view**	**4**	**5**	1
	All colleagues	**3.5**	**4.7**	1.2
	Direct manager	4	5	1
	Direct reports	3.4	5	1.6
	Others	3.5	4.3	0.8
Comms. effectively 14. Communicates effectively	**Your view**	**4**	**5**	1
	All colleagues	**3.8**	**4.8**	1
	Direct manager	3.5	4.5	1
	Direct reports	3.6	5	1.4
	Others	4	4.6	0.6
Time management 15. Effectively manages time	**Your view**	**4**	**5**	1
	All colleagues	**3.8**	**4.6**	0.8
	Direct manager	4.5	4.5	0
	Direct reports	3.3	5	1.7
	Others	4	4	0
Adapts approach 16. Adapts approach to effectively achieve goals	**Your view**	**4**	**5**	1
	All colleagues	**3.3**	**4.4**	1.1
	Direct manager	4	4	0
	Direct reports	3	4.6	1.6
	Others	3.5	4.5	1
Empowers solutions 17. Empowers others to find solutions	**Your view**	**3**	**5**	2
	All colleagues	**3.5**	**4.4**	0.9
	Direct manager	3.5	4	0.5
	Direct reports	4	4.8	0.8
	Others	3	4	1
Clear feedback 18. Provides clear feedback	**Your view**	**3**	**5**	2
	All colleagues	**3.4**	**4.6**	1.2
	Direct manager	3.5	4.5	1
	Direct reports	3.4	5	1.6
	Others	3.4	4.2	0.8

Behaviour mgmt	**Your view**	**3**	**5**	2
19. Effectively deals with unacceptable behaviour	**All colleagues**	**2.9**	**4.5**	**1.6**
	Direct manager	3.5	4.5	1
	Direct reports	2.8	4.8	2
	Others	2.8	4.3	1.5
Manages conflict	**Your view**	**3**	**5**	2
20. Manages team conflict effectively	**All colleagues**	**3**	**4.5**	**1.5**
	Direct manager	3.5	4.5	1
	Direct reports	3	4.8	1.8
	Others	2.7	4	1.3
Addresses situations	**Your view**	**4**	**5**	1
21. Addresses challenging situations effectively	**All colleagues**	**3.3**	**4.5**	**1.2**
	Direct manager	3.5	4.5	1
	Direct reports	3.2	4.8	1.6
	Others	3.3	4	0.7

03. Achieves Outcomes |
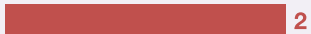
		Current performance	Desired performance	Desired improvement
				Small ——————— Large
Average scores for 03. Achieves Outcomes | ▬▬▬▬ ▬▬▬▬	**Your view**	**3.5**	**5**	1.5
	All colleagues	**3.7**	**4.4**	0.7
Engages in vision 22. Engages others in the organisational vision	**Your view**	**3**	**5**	2
	All colleagues	**3.4**	**4.3**	0.9
	Direct manager	3.5	4.5	1
	Direct reports	3.8	4.8	1
	Others	2.8	3.5	0.7
Utilises resourcing 23. Utilises resources (people, funding, materials, support) appropriately to get things done	**Your view**	**3**	**5**	2
	All colleagues	**4**	**4.5**	0.5
	Direct manager	3.5	4	0.5
	Direct reports	4.2	4.8	0.6
	Others	4	4.3	0.3
Sets goals 24.Sets realistic goals and objectives that deliver consistent outcomes	**Your view**	**4**	**5**	1
	All colleagues	**3.9**	**4.5**	0.6
	Direct manager	4.5	4.5	0
	Direct reports	4	4.8	0.8
	Others	3.3	4	0.7
Collaborative goals 25. Collaborates with others to set goals	**Your view**	**4**	**5**	1
	All colleagues	**3.8**	**4.4**	0.6
	Direct manager	4.5	4.5	0
	Direct reports	3.8	4.8	1
	Others	3.6	4	0.4
Improves outcomes 26. Observes performance to improve outcomes	**Your view**	**4**	**5**	1
	All colleagues	**3.4**	**4.5**	1.1
	Direct manager	4	4.5	0.5
	Direct reports	3.4	4.8	1.4
	Others	3.2	4.2	1
Celebrates achievements 27. Celebrates achievements	**Your view**	**3**	**5**	2
	All colleagues	**3.6**	**4.4**	0.8
	Direct manager	3	4	1
	Direct reports	4.2	5	0.8
	Others	3.2	4	0.8

04. Drives Innovation |

		Current performance	Desired performance	Desired improvement Small ——— Large
Average scores for 04. Drives Innovation | ▮▮▮	**Your view**	**4**	**5**	**1**
	All colleagues	**3.6**	**4.5**	**0.9**
Eager to learn	**Your view**	**4**	**5**	**1**
28. Is eager to learn	**All colleagues**	**4**	**4.7**	**0.7**
	Direct manager	4.5	5	0.5
	Direct reports	4.4	5	0.6
	Others	3	4	1
Generates new ideas	**Your view**	**4**	**5**	**1**
29. Generates new ideas	**All colleagues**	**3.6**	**4.4**	**0.8**
	Direct manager	4	4	0
	Direct reports	3.8	5	1.2
	Others	3.2	4	0.8
Improves	**Your view**	**4**	**5**	**1**
30. Regularly looks for a better way of doing things	**All colleagues**	**3.5**	**4.4**	**0.9**
	Direct manager	4	4	0
	Direct reports	3.8	4.8	1
	Others	3	4.2	1.2
Innovative	**Your view**	**4**	**5**	**1**
31. Turns creative ideas into reality	**All colleagues**	**3.2**	**4.3**	**1.1**
	Direct manager	3.5	4.5	1
	Direct reports	3.2	4.4	1.2
	Others	3	4	1
Strategic	**Your view**	**4**	**5**	**1**
32. Actively identifies strategic opportunities	**All colleagues**	**3.2**	**4.3**	**1.1**
	Direct manager	3	3.5	0.5
	Direct reports	3.4	4.8	1.4
	Others	3	4	1
Adjusts to change	**Your view**	**4**	**5**	**1**
33. Adjusts well to change	**All colleagues**	**4**	**4.5**	**0.5**
	Direct manager	4.5	4.5	0
	Direct reports	3.8	4.8	1
	Others	4	4.3	0.3
Change management	**Your view**	**4**	**5**	**1**
34. Asks questions to understand how others are adjusting to organisational change	**All colleagues**	**3.6**	**4.6**	**1**
	Direct manager	4.5	4.5	0
	Direct reports	3.8	4.8	1
	Others	3	4.4	1.4

05. Shapes Systems|

		Current performance	Desired performance	Desired improvement Small ──────── Large
Average scores for 05. Shapes Systems‌▮	**Your view**	**4.4**	**5**	0.6
	All colleagues	**4**	**4.7**	0.7
Follows legislation 35. Consistently follows legislation	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.8**	0.3
	Direct manager	5	5	0
	Direct reports	4.6	5	0.4
	Others	4	4.5	0.5
Follows P&P 36. Follows policies and procedures to achieve organisational goals	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Direct reports	4.8	5	0.2
	Others	4	4.8	0.8
Actively cares 37. Actively cares about the safety and wellbeing of others	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.8**	0.3
	Direct manager	5	5	0
	Direct reports	4.4	5	0.6
	Others	4.4	4.6	0.2
Safety rationale 38. Discusses the reasons why working safely is important	**Your view**	**5**	**5**	0
	All colleagues	**4.3**	**4.8**	0.5
	Direct manager	5	5	0
	Direct reports	4.2	5	0.8
	Others	4.2	4.6	0.4
Safety intervention 39. Respectfully intervenes when they see someone working in a less safe manner	**Your view**	**5**	**5**	0
	All colleagues	**3.9**	**4.7**	0.8
	Direct manager	5	5	0
	Direct reports	4	5	1
	Others	3	4	1
Attends to safety 40. Stops to attend to an unsafe act/condition, even when busy	**Your view**	**5**	**5**	0
	All colleagues	**4**	**4.8**	0.8
	Direct manager	5	5	0
	Direct reports	4	5	1
	Others	3	4	1
Learning environment 41. Supports actively seeking information and ideas to create a learning environment	**Your view**	**5**	**5**	0
	All colleagues	**4.1**	**4.5**	0.4
	Direct manager	4	4	0
	Direct reports	4.4	5	0.6
	Others	3.8	4.2	0.4

Safety collaboration	**Your view**	3	5	2
42. Keeps a balance between asking questions and giving opinions when exploring how to be more safe	**All colleagues**	**3.9**	**4.5**	0.6
	Direct manager	4.5	4.5	0
	Direct reports	4	4.8	0.8
	Others	3.6	4.2	0.6
Inter-dept team work	**Your view**	4	5	1
43. Actively builds good working relationships with other teams to help get work done well and safely	**All colleagues**	**3.8**	**4.7**	0.9
	Direct manager	3.5	4.5	1
	Direct reports	4	5	1
	Others	3.6	4.4	0.8
Shares resourcing	**Your view**	5	5	0
44. Encourages sharing resources with other teams to achieve the organisations purpose safely	**All colleagues**	**4.2**	**4.7**	0.5
	Direct manager	4.5	4.5	0
	Direct reports	4.4	5	0.6
	Others	3.7	4.3	0.6
Updates procedures	**Your view**	3	5	2
45. Regularly updates procedures so they reflect best practice	**All colleagues**	**3.4**	**4.6**	1.2
	Direct manager	3.5	4.5	1
	Direct reports	3.6	5	1.4
	Others	3.2	4.2	1
Inclusive decision making	**Your view**	4	5	1
46. Ensures patients/customers/consumers/clients are included in decision making	**All colleagues**	**3.8**	**4.6**	0.8
	Direct manager	3.5	4.5	1
	Direct reports	4	5	1
	Others	3.7	4	0.3
Builds rapport	**Your view**	4	5	1
47. Effectively builds rapport with patients/customers/consumers/clients	**All colleagues**	**3.7**	**4.7**	1
	Direct manager	3.5	4.5	1
	Direct reports	3.8	5	1.2
	Others	3.7	4.3	0.6
Service coordination	**Your view**	4	5	1
48. Effectively co-ordinates with other care services to meet patient/customers/consumer/client needs	**All colleagues**	**4.3**	**4.8**	0.5
	Direct manager	4.5	4.5	0
	Direct reports	4.3	5	0.7
	Others	4.3	4.7	0.4
Builds alliances	**Your view**	5	5	0
49. Builds alliances across the health sector	**All colleagues**	**4.3**	**4.7**	0.4
	Direct manager	4.5	4.5	0
	Direct reports	4.2	5	0.8
	Others	4.3	4.3	0
Evaluates P&P effectiveness	**Your view**	4	5	1
50. Asks questions about processes and procedures to determine their effectiveness	**All colleagues**	**3.6**	**4.4**	0.8
	Direct manager	3.5	4	0.5
	Direct reports	3.8	5	1.2
	Others	3.4	4	0.6

The Standards

The National Safety and Quality Health Service (NSQHS) Standards provide a nationally consistent statement of the level of care consumers can expect from health service organisations. The following questions were asked to measure a leader's influence on the promotion of these standards. Results are shown below.

Questions		Current performance
Ensures that staff have adequate skills to do their job	Your view	5.0
	Direct manager	4.0
	Others	3.9
Regularly appraises the work performance of staff	Your view	5.0
	Direct manager	5.0
	Others	3.8
Ensures team members adhere to policies, procedures and protocols	Your view	5.0
	Direct manager	4.0
	Others	3.6
Effectively manages risks to patients receiving care	Your view	5.0
	Direct manager	5.0
	Others	4.4
Ensures high-risk groups are considered in the planning and delivery of care and services	Your view	5.0
	Direct manager	4.0
	Others	4.0
Effectively promotes person-centred care	Your view	5.0
	Direct manager	4.5
	Others	4.4
Collects and acts on patient/customers/consumer/client feedback	Your view	4.0
	Direct manager	3.5
	Others	3.7
Effectively implements infection prevention and control systems	Your view	5.0
	Direct manager	4.5
	Others	4.4
Ensures staff comply with medication safety procedures	Your view	5.0
	Direct manager	5.0
	Others	N/A
Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines	Your view	5.0
	Direct manager	5.0
	Others	N/A
Ensures medication review process is adhered to	Your view	5.0
	Direct manager	5.0
	Others	N/A
Effectively promotes multidisciplinary collaboration and teamwork	Your view	4.0
	Direct manager	5.0
	Others	3.4

The Standards

Influences clinical handovers to be effective	Your view	4.0
	Direct manager	4.5
	Others	3.4
Ensures staff comply with blood management procedures	Your view	N/A
	Direct manager	N/A
	Others	N/A
Ensures timely communication to relevant persons when critical information emerges	Your view	5.0
	Direct manager	4.5
	Others	4.1
Creates an environment where staff are focused on recognising and responding to acute deterioration	Your view	4.0
	Direct manager	4.5
	Others	4.5
Ensures timely referral to mental health services when patient mental state has acutely deteriorated	Your view	5.0
	Direct manager	5.0
	Others	5.0
Ensures timely referral to relevant services when patient physical state has acutely deteriorated	Your view	5.0
	Direct manager	4.5
	Others	5.0

For the relevant Standards questions it is important for leaders to work towards achieving a 5, i.e. 'All of the time.' Therefore, scores more than 0.9 lower than 5 have been highlighted in red as 'large,' development areas, between 0.4 and 0.8 in orange as 'medium' and between 0 and 0.3 in green as 'small.' These development categories are consistent with those in the capability section of the report. Questions that were deemed by raters as irrelevant have been indicated as n/a or 'not applicable.'

3	4	5
Some of the time	Most of the time	All of the time

Impact on Others

Understanding the impact our actions have others is one of our most powerful leadership tools. High performing leaders understand how their behaviour and their leadership style impacts others and know how to use both in order to get the best results from their people. Raters were asked to provide feedback on leadership impact and respond to how they feel in their interactions with this leader. Results are shown below.

	3	3.5	4	4.5	5
I feel confident changes will be made for the better*					
I feel included in discussions to resolve issues					
I feel motivated to work hard					
I feel confident customers will experience high quality					
I feel supported to report a safety concern					
I feel empowered to resolve issues when they occur					
I feel heard at work*					
I feel safe to discuss my mental health					
I feel my safety and wellbeing is a priority					
I feel valued at work					
I feel that my input and ideas are valued*					
I feel confident that changes to procedures will lead to improved processes					
I don't feel pressured to sacrifice safety to get the job done*					

Some of the time   Most of the time   All of the time

*questions were originally asked as negatively worded questions and both the question and result have been reversed for consistent graph presentation.

Impact on Others

██████████

Psychological safety is an important element to high-performing teams and is characterised by shared beliefs that team members can share ideas, challenge each other, and will not be punished for making mistakes. Raters were asked to rate their level of agreement to 7 statements relating to psychological safety. Results are shown below.

Notes

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HILCA 360 Degree Feedback Report

This report contains detailed feedback collected from the respondent and between 5 to 20 colleagues as part of the Health Industry Leadership Assessment.

The survey measured how the respondent and others perceive their leadership capability. HILCA 360 uses data to create insights to drive organisational clarity, focus, investment, change and performance. It shines a spotlight on the most significant gaps for the individual and organisational leadership capability by understanding the current and desired performance.

Disclaimer

The HILCA 360 questionnaire has been designed by Veraison to help partnering organisations It is designed to increase your technical knowledge or understanding of management techniques AND to also expand your understanding of yourself. Although the instrument, when analysed indicated the sought-after qualities of validity and reliability, the absence of norming data makes it unrealistic to make strong validation and reliability claims. Veraison is in the process of further reliability, validity and norming testing. It is therefore recommended that the questionnaire is not used outside the scope of its original design and specific intent. This report is for self-development purposes only and should not be used for recruitment or promotion purposes.

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