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Sample Report

Your HILCA360 Feedback Report

HILCA 360°
growing health leaders

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Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	4 responses
Direct reports	3 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. Updates procedures
2. Safety rationale
3. Follows legislation
4. Evaluates P&P effectiveness
5. Eager to learn

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.

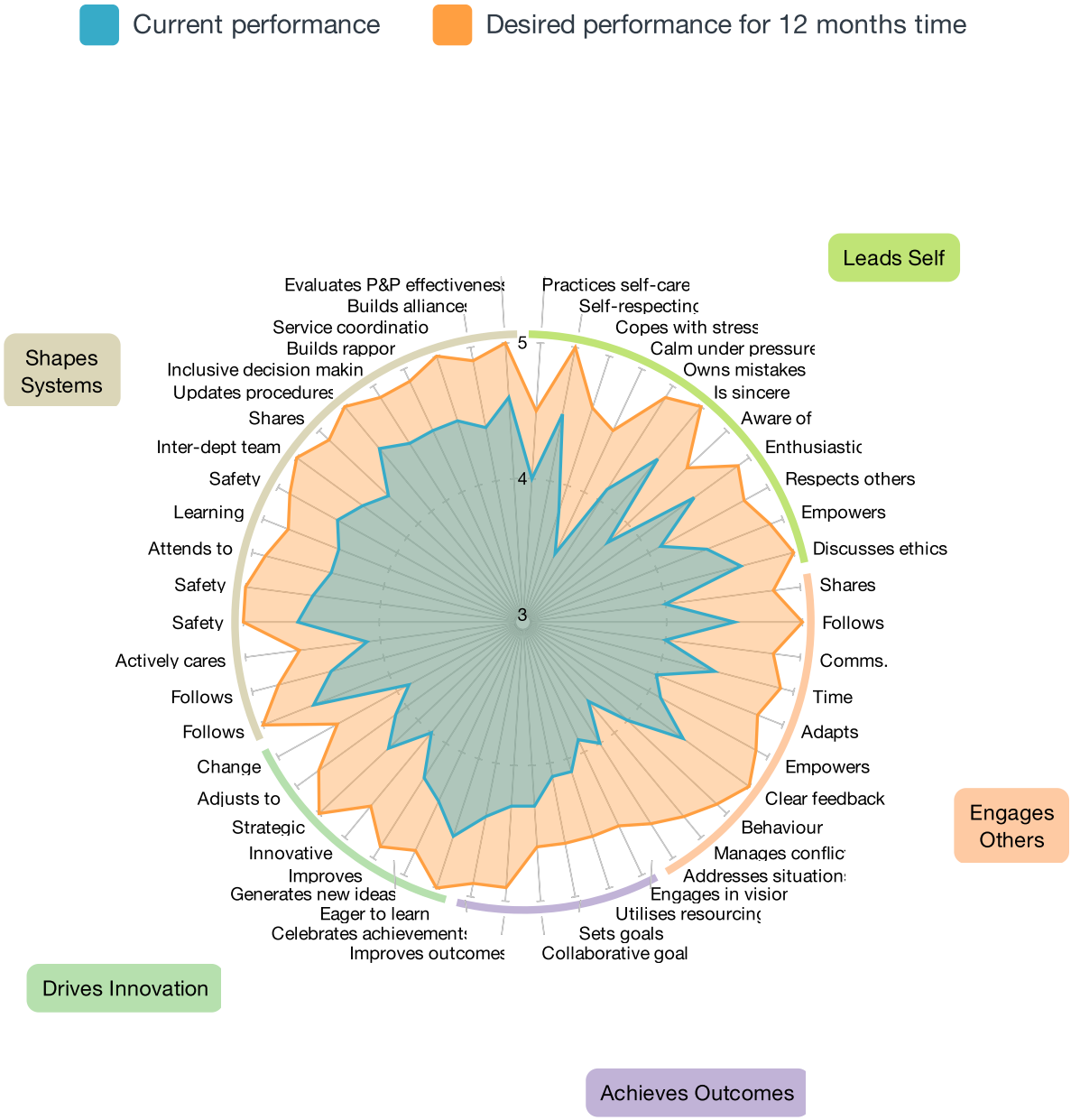
Your top 5 areas to improve

1. Manages conflict
2. Calm under pressure
3. Behaviour mgmt
4. Adapts approach
5. Aware of impact

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

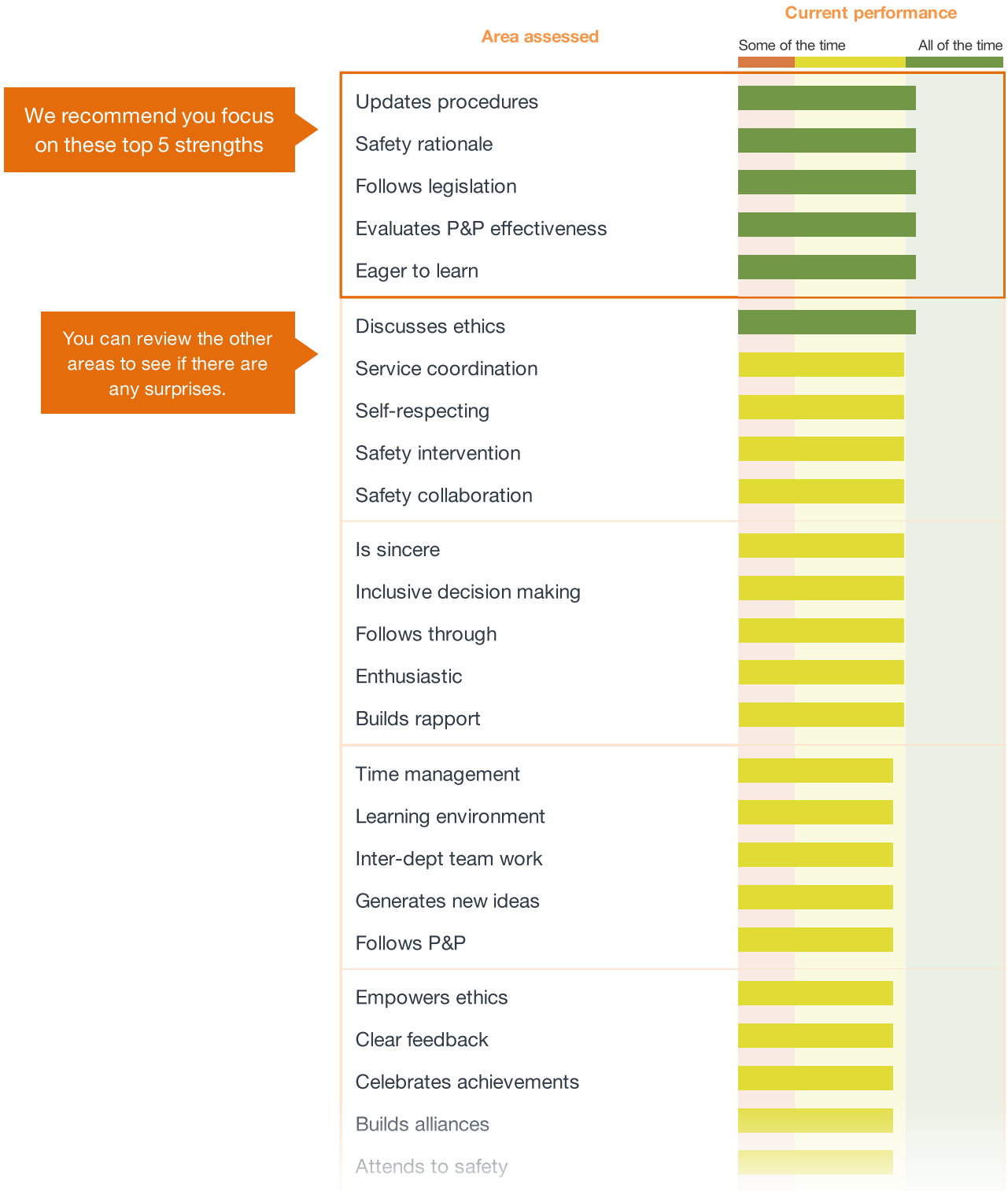
The spidergraph below shows all of the areas you were assessed against and the average scores given by people assessing you (not including your own score).



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.

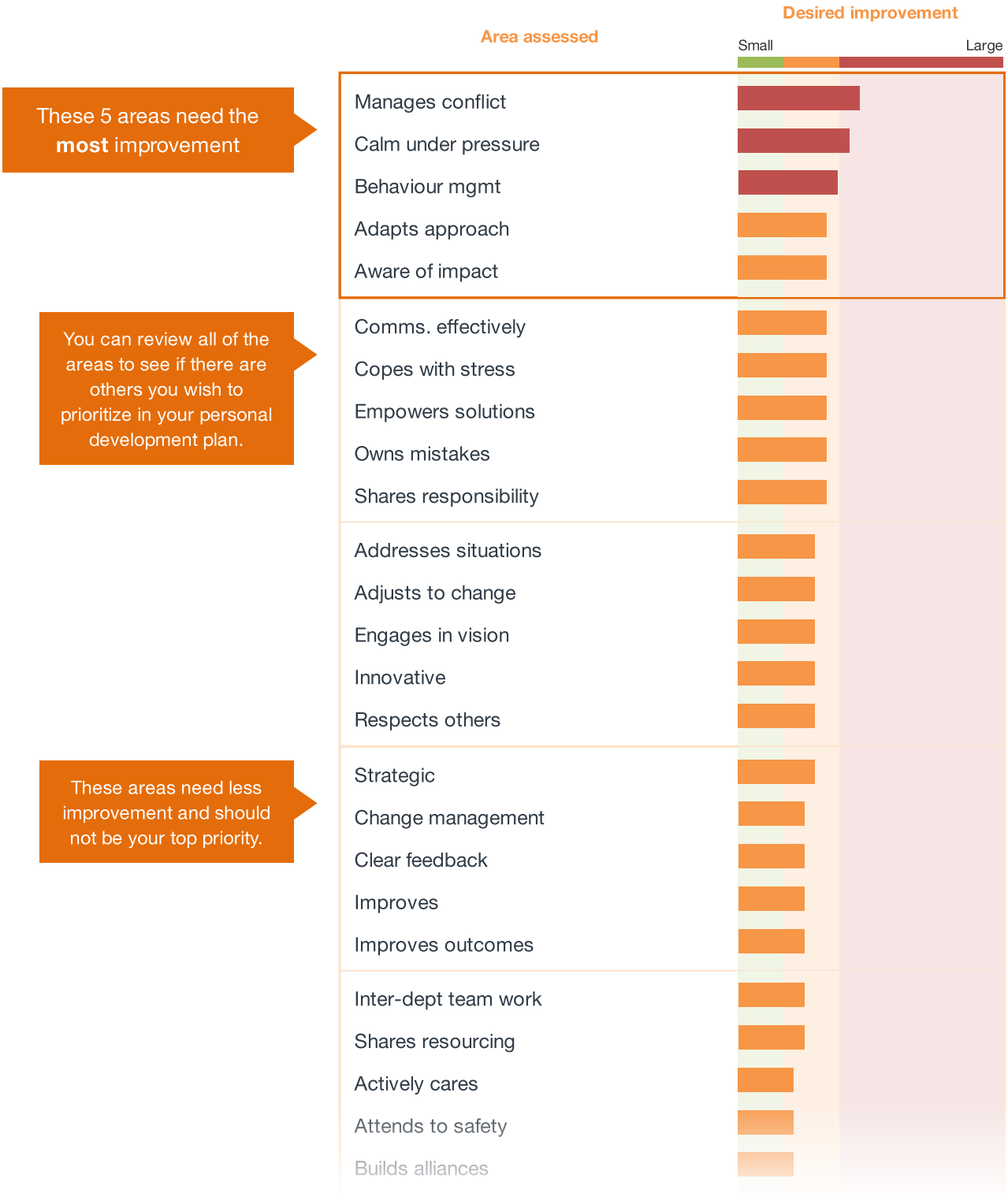
Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.



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.



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.

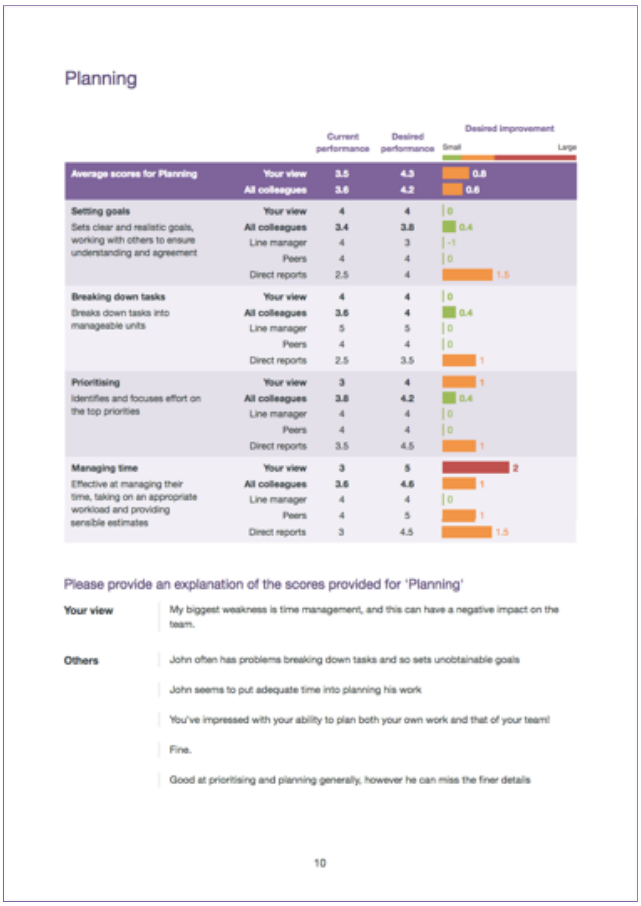
Area assessed	Desired improvement (average) Small – Large	Your view	Direct manager	Peers	Direct reports
Manages conflict		Small	Large	Large	Large
Calm under pressure		Small	Large	Large	Medium
Behaviour mgmt		Small	Large	Large	Medium
Adapts approach		Small	Large	Medium	Medium
Aware of impact		Small	Large	Large	Small
Comms. effectively		Small	Large	Medium	Medium
Copes with stress		Small	Large	Large	Medium
Empowers solutions		Small	Large	Medium	Medium
Owns mistakes		Small	Large	Large	Small
Shares responsibility		Small	Large	Large	Medium
Addresses situations		Small	Large	Large	Small
Adjusts to change		Small	Large	Medium	Small
Engages in vision		Small	Large	Medium	Medium
Innovative		Small	Large	Large	Medium
Respects others		Small	Large	Medium	Small
Strategic		Small	Large	Large	Small
Change management		Small	Large	Medium	Medium
Clear feedback		Small	Large	Large	Small
Improves		Small	Large	Large	Small
Improves outcomes		Small	Large	Medium	Small
Inter-dept team work		Small	Large	Medium	Small
Shares resourcing		Small	Large	Medium	Medium
Actively cares		Small	Large	Medium	Small
Attends to safety		Small	Small	Large	Small
Builds alliances		Small	Small	Medium	Medium

Celebrates achievements	Small	Small	Medium	Medium
Empowers ethics	Small	Small	Large	Small
Follows through	Small	Large	Medium	Small
Is sincere	Small	Large	Medium	Small
Practices self-care	Small	Large	Medium	Small
Safety intervention	Small	Small	Large	Small
Self-respecting	Small	Large	Medium	Small
Service coordination	Small	Small	Medium	Small
Sets goals	Small	Large	Medium	Small
Time management	Small	Large	Medium	Small
Utilises resourcing	Small	Large	Medium	Small
Builds rapport	Small	Small	Medium	Small
Discusses ethics	Small	Small	Large	Small
Eager to learn	Small	Small	Medium	Small
Enthusiastic	Small	Large	Medium	Small
Evaluates P&P effectiveness	Small	Small	Medium	Small
Follows P&P	Small	Small	Medium	Small
Follows legislation	Small	Small	Medium	Small
Generates new ideas	Small	Large	Medium	Small
Inclusive decision making	Small	Small	Medium	Small
Learning environment	Small	Small	Medium	Small
Safety collaboration	Small	Small	Medium	Small
Safety rationale	Small	Small	Medium	Small
Updates procedures	Small	Small	Medium	Small
Collaborative goals	Small	Small	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



Planning

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Planning	**Your view**	**3.5**	**4.3**	0.8
	All colleagues	**3.6**	**4.2**	0.6
Setting goals	**Your view**	4	4	0
Sets clear and realistic goals, working with others to ensure understanding and agreement	**All colleagues**	**3.4**	**3.8**	0.4
	Line manager	4	3	-1
	Peers	4	4	0
	Direct reports	2.5	4	1.5
Breaking down tasks	**Your view**	4	4	0
Breaks down tasks into manageable units	**All colleagues**	**3.6**	**4**	0.4
	Line manager	5	5	0
	Peers	4	4	0
	Direct reports	2.5	3.5	1
Prioritising	**Your view**	3	4	1
Identifies and focuses effort on the top priorities	**All colleagues**	**3.8**	**4.2**	0.4
	Line manager	4	4	0
	Peers	4	4	0
	Direct reports	3.5	4.5	1
Managing time	**Your view**	3	5	2
Effective at managing their time, taking on an appropriate workload and providing sensible estimates	**All colleagues**	**3.6**	**4.6**	1
	Line manager	4	4	0
	Peers	4	5	1
	Direct reports	3	4.5	1.5

Please provide an explanation of the scores provided for 'Planning'

Your view	My biggest weakness is time management, and this can have a negative impact on the team.
Others	John often has problems breaking down tasks and so sets unobtainable goals
	John seems to put adequate time into planning his work
	You've impressed with your ability to plan both your own work and that of your team!
	Fine.
	Good at prioritising and planning generally, however he can miss the finer details

10

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.

Leads Self |

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Leads Self | [redacted]	**Your view**	**5**	**5**	**0**
	All colleagues	**4.2**	**4.8**	**0.6**
Practices self-care	**Your view**	**5**	**5**	**0**
1. Practices self-care	**All colleagues**	**4**	**4.5**	**0.5**
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.3	4.3	0
Self-respecting	**Your view**	**5**	**5**	**0**
2. Is self-respecting	**All colleagues**	**4.5**	**5**	**0.5**
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	5	5	0
Copes with stress	**Your view**	**5**	**5**	**0**
3. Copes well with stress	**All colleagues**	**3.8**	**4.6**	**0.8**
	Direct manager	2	4	2
	Peers	3.8	4.8	1
	Direct reports	4.3	4.7	0.4
Calm under pressure	**Your view**	**5**	**5**	**0**
4. Is calm under pressure	**All colleagues**	**3.5**	**4.5**	**1**
	Direct manager	2	4	2
	Peers	3.5	4.5	1
	Direct reports	4	4.7	0.7
Owns mistakes	**Your view**	**5**	**5**	**0**
5. Takes ownership of own mistakes	**All colleagues**	**4.1**	**4.9**	**0.8**
	Direct manager	4	5	1
	Peers	3.8	4.8	1
	Direct reports	4.7	5	0.3
Is sincere	**Your view**	**5**	**5**	**0**
6. Is sincere	**All colleagues**	**4.5**	**5**	**0.5**
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	5	5	0
Aware of impact	**Your view**	**5**	**5**	**0**
7. Seems aware of their impact on others	**All colleagues**	**3.8**	**4.6**	**0.8**
	Direct manager	2	4	2
	Peers	3.5	4.5	1
	Direct reports	4.7	5	0.3

Enthusiastic 8. Has an enthusiastic approach to work	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	4	5	1
	Peers	4.3	4.8	0.5
	Direct reports	5	5	0
Respects others 9. Treats all others with respect	**Your view**	**5**	**5**	0
	All colleagues	**4.1**	**4.8**	0.7
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.7	5	0.3
Empowers ethics 10. Empowers others to make ethical choices	**Your view**	**5**	**5**	0
	All colleagues	**4.4**	**4.9**	0.5
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	5	5	0
Discusses ethics 11. Develops a climate of healthy discussion around ethical issues	**Your view**	**5**	**5**	0
	All colleagues	**4.6**	**5**	0.4
	Direct manager	5	5	0
	Peers	4	5	1
	Direct reports	5	5	0

Engages Others |

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Engages Others | [redacted]	**Your view**	**5**	**5**	**0**
	All colleagues	**4.1**	**4.8**	**0.7**
Shares responsibility	**Your view**	**5**	**5**	**0**
12. Shares responsibility effectively	**All colleagues**	**4**	**4.8**	**0.8**
	Direct manager	4	5	1
	Peers	3.8	4.8	1
	Direct reports	4.3	4.7	0.4
Follows through	**Your view**	**5**	**5**	**0**
13. Follows through on commitments	**All colleagues**	**4.5**	**5**	**0.5**
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	5	5	0
Comms. effectively	**Your view**	**5**	**5**	**0**
14. Communicates effectively	**All colleagues**	**4**	**4.8**	**0.8**
	Direct manager	3	4	1
	Peers	4.3	5	0.7
	Direct reports	4	4.7	0.7
Time management	**Your view**	**5**	**5**	**0**
15. Effectively manages time	**All colleagues**	**4.4**	**4.9**	**0.5**
	Direct manager	4	5	1
	Peers	4	4.8	0.8
	Direct reports	5	5	0
Adapts approach	**Your view**	**5**	**5**	**0**
16. Adapts approach to effectively achieve goals	**All colleagues**	**4**	**4.8**	**0.8**
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.3	5	0.7
Empowers solutions	**Your view**	**5**	**5**	**0**
17. Empowers others to find solutions	**All colleagues**	**4.1**	**4.9**	**0.8**
	Direct manager	4	5	1
	Peers	4	4.8	0.8
	Direct reports	4.3	5	0.7
Clear feedback	**Your view**	**5**	**5**	**0**
18. Provides clear feedback	**All colleagues**	**4.4**	**5**	**0.6**
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	5	5	0

Behaviour mgmt 19. Effectively deals with unacceptable behaviour	**Your view**	**5**	**5**	0
	All colleagues	**4**	**4.9**	0.9
	Direct manager	4	5	1
	Peers	3.7	5	1.3
	Direct reports	4.3	4.7	0.4
Manages conflict 20. Manages team conflict effectively	**Your view**	**5**	**5**	0
	All colleagues	**3.7**	**4.8**	1.1
	Direct manager	3	4	1
	Peers	3.7	5	1.3
	Direct reports	4	5	1
Addresses situations 21. Addresses challenging situations effectively	**Your view**	**5**	**5**	0
	All colleagues	**4**	**4.7**	0.7
	Direct manager	3	4	1
	Peers	3.7	4.7	1
	Direct reports	4.7	5	0.3

Achieves Outcomes |

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Achieves Outcomes | [redacted]	**Your view**	**5**	**5**	**0**
	All colleagues	**4.2**	**4.7**	**0.5**
Engages in vision	**Your view**	**5**	**5**	**0**
22. Engages others in the organisational vision	**All colleagues**	**3.9**	**4.6**	**0.7**
	Direct manager	3	4	1
	Peers	3.8	4.5	0.7
	Direct reports	4.3	5	0.7
Utilises resourcing	**Your view**	**5**	**5**	**0**
23. Utilises resources (people, funding, materials, support) appropriately to get things done	**All colleagues**	**4.1**	**4.6**	**0.5**
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.7	4.7	0
Sets goals	**Your view**	**5**	**5**	**0**
24.Sets realistic goals and objectives that deliver consistent outcomes	**All colleagues**	**4.1**	**4.6**	**0.5**
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.7	4.7	0
Collaborative goals	**Your view**	**5**	**5**	**0**
25. Collaborates with others to set goals	**All colleagues**	**4.3**	**4.6**	**0.3**
	Direct manager	4	4	0
	Peers	3.8	4.5	0.7
	Direct reports	5	5	0
Improves outcomes	**Your view**	**5**	**5**	**0**
26. Observes performance to improve outcomes	**All colleagues**	**4.3**	**4.9**	**0.6**
	Direct manager	4	5	1
	Peers	4	4.8	0.8
	Direct reports	4.7	5	0.3
Celebrates achievements	**Your view**	**5**	**5**	**0**
27. Celebrates achievements	**All colleagues**	**4.4**	**4.9**	**0.5**
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	4.3	4.7	0.4

Drives Innovation |

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Drives Innovation [redacted]	**Your view**	**5**	**5**	**0**
	All colleagues	**4.2**	**4.8**	**0.6**
Eager to learn	**Your view**	**5**	**5**	**0**
28. Is eager to learn	**All colleagues**	**4.6**	**5**	**0.4**
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	5	5	0
Generates new ideas	**Your view**	**5**	**5**	**0**
29. Generates new ideas	**All colleagues**	**4.4**	**4.8**	**0.4**
	Direct manager	4	5	1
	Peers	4.3	4.8	0.5
	Direct reports	4.7	4.7	0
Improves	**Your view**	**5**	**5**	**0**
30. Regularly looks for a better way of doing things	**All colleagues**	**4.3**	**4.9**	**0.6**
	Direct manager	4	5	1
	Peers	3.7	4.7	1
	Direct reports	5	5	0
Innovative	**Your view**	**5**	**5**	**0**
31. Turns creative ideas into reality	**All colleagues**	**4**	**4.7**	**0.7**
	Direct manager	4	5	1
	Peers	3.7	4.7	1
	Direct reports	4.3	4.7	0.4
Strategic	**Your view**	**5**	**5**	**0**
32. Actively identifies strategic opportunities	**All colleagues**	**4.3**	**5**	**0.7**
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	4.7	5	0.3
Adjusts to change	**Your view**	**5**	**5**	**0**
33. Adjusts well to change	**All colleagues**	**4.1**	**4.8**	**0.7**
	Direct manager	3	4	1
	Peers	4	4.8	0.8
	Direct reports	4.7	5	0.3
Change management	**Your view**	**5**	**5**	**0**
34. Asks questions to understand how others are adjusting to organisational change	**All colleagues**	**3.9**	**4.5**	**0.6**
	Direct manager	3	4	1
	Peers	3.8	4.5	0.7
	Direct reports	4.3	4.7	0.4

Shapes Systems|

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

Safety collaboration 42. Keeps a balance between asking questions and giving opinions when exploring how to be more safe	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	4	4.8	0.8
	Direct reports	5	5	0
Inter-dept team work 43. Actively builds good working relationships with other teams to help get work done well and safely	**Your view**	**5**	**5**	0
	All colleagues	**4.4**	**5**	0.6
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	4.7	5	0.3
Shares resourcing 44. Encourages sharing resources with other teams to achieve the organisations purpose safely	**Your view**	**5**	**5**	0
	All colleagues	**4.3**	**4.9**	0.6
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	4.3	4.7	0.4
Updates procedures 45. Regularly updates procedures so they reflect best practice	**Your view**	**5**	**5**	0
	All colleagues	**4.6**	**5**	0.4
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	5	5	0
Inclusive decision making 46. Ensures patients/customers/consumers/clients are included in decision making	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	4	4.8	0.8
	Direct reports	5	5	0
Builds rapport 47. Effectively builds rapport with patients/customers/consumers/clients	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	4.7	4.7	0
Service coordination 48. Effectively co-ordinates with other care services to meet patient/customers/consumer/client needs	**Your view**	**5**	**5**	0
	All colleagues	**4.5**	**5**	0.5
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	4.7	5	0.3
Builds alliances 49. Builds alliances across the health sector	**Your view**	**5**	**5**	0
	All colleagues	**4.4**	**4.9**	0.5
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	4.3	4.7	0.4
Evaluates P&P effectiveness 50. Asks questions about processes and procedures to determine their effectiveness	**Your view**	**5**	**5**	0
	All colleagues	**4.6**	**5**	0.4
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	5	5	0

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	5.0
	Others	4.7
Regularly appraises the work performance of staff	Your view	5.0
	Direct manager	4.0
	Others	4.4
Ensures team members adhere to policies, procedures and protocols	Your view	5.0
	Direct manager	5.0
	Others	4.3
Effectively manages risks to patients receiving care	Your view	5.0
	Direct manager	5.0
	Others	4.6
Ensures high-risk groups are considered in the planning and delivery of care and services	Your view	5.0
	Direct manager	5.0
	Others	4.7
Effectively promotes person-centred care	Your view	5.0
	Direct manager	5.0
	Others	4.6
Collects and acts on patient/customers/consumer/client feedback	Your view	5.0
	Direct manager	5.0
	Others	4.6
Effectively implements infection prevention and control systems	Your view	5.0
	Direct manager	5.0
	Others	4.7
Ensures staff comply with medication safety procedures	Your view	5.0
	Direct manager	5.0
	Others	4.7
Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines	Your view	5.0
	Direct manager	5.0
	Others	4.5
Ensures medication review process is adhered to	Your view	5.0
	Direct manager	5.0
	Others	4.6
Effectively promotes multidisciplinary collaboration and teamwork	Your view	5.0
	Direct manager	5.0
	Others	4.9

The Standards

Influences clinical handovers to be effective	Your view	5.0
	Direct manager	5.0
	Others	4.7
Ensures staff comply with blood management procedures	Your view	5.0
	Direct manager	5.0
	Others	4.5
Ensures timely communication to relevant persons when critical information emerges	Your view	5.0
	Direct manager	5.0
	Others	5.0
Creates an environment where staff are focused on recognising and responding to acute deterioration	Your view	5.0
	Direct manager	5.0
	Others	4.7
Ensures timely referral to mental health services when patient mental state has acutely deteriorated	Your view	5.0
	Direct manager	5.0
	Others	4.7
Ensures timely referral to relevant services when patient physical state has acutely deteriorated	Your view	5.0
	Direct manager	5.0
	Others	4.6

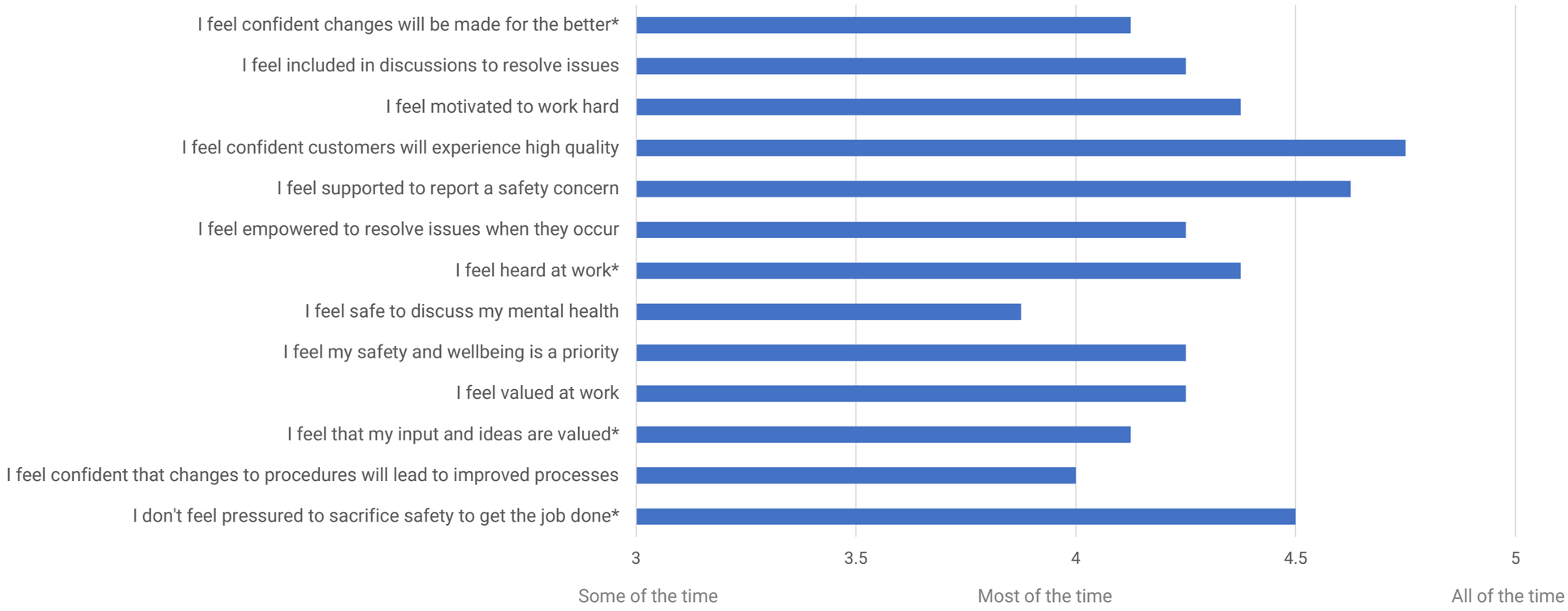
For the relevant Standards questions it is important for leaders to work towards achieving a 5, i.e. 'All of the time.' Therefore, scores more than 0.9 lower than 5 have been highlighted in red as 'large,' development areas, between 0.4 and 0.8 in orange as 'medium' and between 0 and 0.3 in green as '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

[redacted]

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.



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

Impact on Others

[redacted]

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

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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