Sample Report 3

Your HILCA360 Feedback Report

Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	3 responses
Direct reports	4 responses
Others	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. Follows legislation
2. Follows P&P
3. Attends to safety
4. Safety rationale
5. Respects others

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.
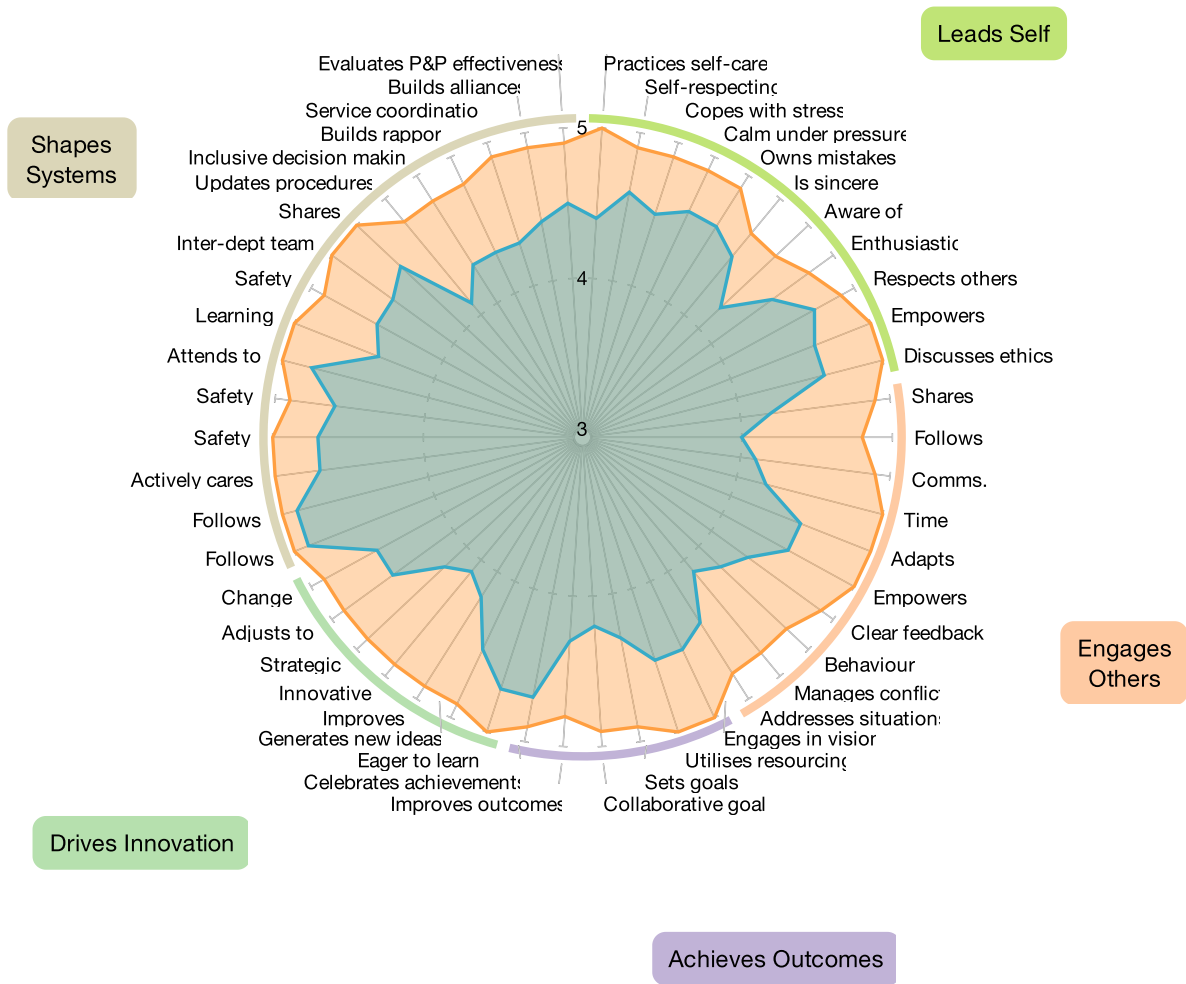
Your top 5 areas to improve

1. Comms. effectively
2. Follows through
3. Innovative
4. Time management
5. Collaborative goals

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

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

Engages Others

Achieves Outcomes

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

Drives Innovation

Shapes Systems

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
- Attends to safety
- Safety rationale
- Respects others

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

- Eager to learn
- Celebrates achievements
- Actively cares
- Shares resourcing
- Self-respecting

- Safety intervention
- Owns mistakes
- Empowers ethics
- Discusses ethics
- Calm under pressure

- Utilises resourcing
- Safety collaboration
- Is sincere
- Inter-dept team work
- Generates new ideas

- Evaluates P&P effectiveness
- Enthusiastic
- Engages in vision
- Empowers solutions
- Copes with stress

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	Comms. effectively			
	Follows through			
	Innovative			
	Time management			
	Collaborative goals			
You can review all of the areas to see if there are others you wish to prioritize in your personal development plan.	Improves			
	Manages conflict			
	Shares responsibility			
	Strategic			
	Updates procedures			
	Behaviour mgmt			
	Clear feedback			
	Learning environment			
	Practices self-care			
	Service coordination			
These areas need less improvement and should not be your top priority.	Sets goals			
	Adapts approach			
	Aware of impact			
	Builds alliances			
	Builds rapport			
	Empowers solutions			
	Engages in vision			
	Improves outcomes			
	Inclusive decision making			
	Inter-dept team work			

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	Others
Comms. effectively		Large	Small	Large	Large	Small
Follows through		Large	Large	Large	Medium	Small
Innovative		Large	Small	Large	Medium	Small
Time management		Large	Large	Large	Medium	Small
Collaborative goals		Small	Large	Large	Medium	Small
Improves		Large	Large	Large	Medium	Small
Manages conflict		Large	Small	Large	Large	Small
Shares responsibility		Large	Large	Large	Small	Small
Strategic		Small	Large	Large	Small	Medium
Updates procedures		Large	Large	Large	Medium	Small
Behaviour mgmt		Small	Small	Large	Medium	Small
Clear feedback		Large	Small	Large	Medium	Small
Learning environment		Small	Large	Large	Medium	Small
Practices self-care		Small	Large	Large	Small	Small
Service coordination		Small	Large	Large	Small	Small
Sets goals		Small	Large	Large	Small	Small
Adapts approach		Small	Large	Large	Small	Small
Aware of impact		Large	Small	Medium	Medium	Small
Builds alliances		Large	Large	Large	Small	Small
Builds rapport		Small	Small	Large	Medium	Small
Empowers solutions		Large	Large	Large	Small	Small
Engages in vision		Large	Large	Large	Small	Small
Improves outcomes		Small	Small	Large	Medium	Small
Inclusive decision making		Large	Small	Large	Medium	Small
Inter-dept team work		Small	Small	Large	Small	Small

		1	2	3	4	5
Utilises resourcing		Small	Small	Large	Small	Small
Addresses situations		Large	Small	Medium	Medium	Small
Adjusts to change		Small	Small	Large	Small	Small
Change management		Large	Small	Large	Small	Small
Copes with stress		Large	Large	Medium	Small	Small
Discusses ethics		Small	Small	Large	Small	Small
Empowers ethics		Small	Small	Large	Small	Medium
Evaluates P&P effectiveness		Large	Small	Large	Small	Small
Generates new ideas		Small	Small	Large	Small	Small
Safety collaboration		Large	Small	Large	Small	Small
Shares resourcing		Large	Small	Large	Small	Small
Actively cares		Small	Small	Medium	Small	Small
Calm under pressure		Small	Large	Medium	Small	Small
Eager to learn		Large	Small	Large	Small	Small
Enthusiastic		Large	Small	Small	Small	Medium
Owns mistakes		Small	Small	Medium	Small	Small
Safety intervention		Large	Small	Small	Medium	Small
Safety rationale		Small	Small	Medium	Small	Small
Self-respecting		Small	Large	Medium	Small	Small
Attends to safety		Large	Small	Small	Small	Small
Celebrates achievements		Large	Small	Medium	Small	Medium
Is sincere		Large	Small	Small	Small	Small
Respects others		Small	Small	Medium	Small	Small
Follows P&P		Small	Small	Small	Small	Small
Follows legislation		Small	Small	Small	Small	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.
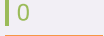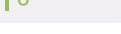
Leads Self |

		Current performance	Desired performance	Desired improvement Small ─── Large
Average scores for Leads Self | ▮▮▮▮	**Your view**	**4.3**	**4.6**	0.3
	All colleagues	**4.5**	**4.9**	0.4
Practices self-care 1. Practices self-care	**Your view**	**4**	**4**	0
	All colleagues	**4.4**	**5**	0.6
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	4.8	5	0.2
	Others	5	5	0
Self-respecting 2. Is self-respecting	**Your view**	**4**	**4**	0
	All colleagues	**4.6**	**4.9**	0.3
	Direct manager	4	5	1
	Peers	4.3	4.7	0.4
	Direct reports	4.8	5	0.2
	Others	5	5	0
Copes with stress 3. Copes well with stress	**Your view**	**4**	**5**	1
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	4	5	1
	Peers	4	4.7	0.7
	Direct reports	4.8	5	0.2
	Others	5	5	0
Calm under pressure 4. Is calm under pressure	**Your view**	**4**	**4**	0
	All colleagues	**4.6**	**4.9**	0.3
	Direct manager	4	5	1
	Peers	4.3	4.7	0.4
	Direct reports	4.8	5	0.2
	Others	5	5	0
Owns mistakes 5. Takes ownership of own mistakes	**Your view**	**4**	**4**	0
	All colleagues	**4.6**	**4.9**	0.3
	Direct manager	5	5	0
	Peers	4	4.7	0.7
	Direct reports	4.8	5	0.2
	Others	5	5	0
Is sincere 6. Is sincere	**Your view**	**4**	**5**	1
	All colleagues	**4.5**	**4.7**	0.2
	Direct manager	5	5	0
	Peers	4	4.3	0.3
	Direct reports	4.5	4.8	0.3
	Others	5	5	0

|					
Aware of impact	**Your view**	**4**	**5**		1
7. Seems aware of their impact on others	**All colleagues**	**4.2**	**4.7**		0.5
	Direct manager	5	5		0
	Peers	3.7	4.3		0.6
	Direct reports	4	4.8		0.8
	Others	5	5		0
Enthusiastic	**Your view**	**4**	**5**		1
8. Has an enthusiastic approach to work	**All colleagues**	**4.5**	**4.8**		0.3
	Direct manager	5	5		0
	Peers	4	4.3		0.3
	Direct reports	4.8	5		0.2
	Others	4.5	5		0.5
Respects others	**Your view**	**5**	**5**		0
9. Treats all others with respect	**All colleagues**	**4.7**	**4.9**		0.2
	Direct manager	5	5		0
	Peers	4.3	4.7		0.4
	Direct reports	4.8	5		0.2
	Others	5	5		0
Empowers ethics	**Your view**	**5**	**5**		0
10. Empowers others to make ethical choices	**All colleagues**	**4.6**	**5**		0.4
	Direct manager	5	5		0
	Peers	4	5		1
	Direct reports	5	5		0
	Others	4.5	5		0.5
Discusses ethics	**Your view**	**5**	**5**		0
11. Develops a climate of healthy discussion around ethical issues	**All colleagues**	**4.6**	**5**		0.4
	Direct manager	5	5		0
	Peers	4	5		1
	Direct reports	4.8	5		0.2
	Others	5	5		0

Engages Others |

		Current performance	Desired performance	Desired improvement
				Small ——— Large
Average scores for Engages Others | ▮	**Your view**	**3.4**	**4.2**	**0.8**
	All colleagues	**4.3**	**4.9**	**0.6**
Shares responsibility 12. Shares responsibility effectively	**Your view**	**4**	**5**	1
	All colleagues	**4.2**	**4.9**	0.7
	Direct manager	4	5	1
	Peers	3.3	5	1.7
	Direct reports	4.5	4.8	0.3
	Others	5	5	0
Follows through 13. Follows through on commitments	**Your view**	**3**	**4**	1
	All colleagues	**4**	**4.8**	0.8
	Direct manager	4	5	1
	Peers	3.3	4.7	1.4
	Direct reports	4	4.8	0.8
	Others	5	5	0
Comms. effectively 14. Communicates effectively	**Your view**	**3**	**4**	1
	All colleagues	**4.1**	**4.9**	0.8
	Direct manager	5	5	0
	Peers	3.7	5	1.3
	Direct reports	3.8	4.8	1
	Others	5	5	0
Time management 15. Effectively manages time	**Your view**	**3**	**4**	1
	All colleagues	**4.2**	**5**	0.8
	Direct manager	4	5	1
	Peers	3.3	5	1.7
	Direct reports	4.5	5	0.5
	Others	5	5	0
Adapts approach 16. Adapts approach to effectively achieve goals	**Your view**	**4**	**4**	0
	All colleagues	**4.5**	**5**	0.5
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	4.8	5	0.2
	Others	5	5	0
Empowers solutions 17. Empowers others to find solutions	**Your view**	**4**	**5**	1
	All colleagues	**4.5**	**5**	0.5
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	4.8	5	0.2
	Others	5	5	0

Clear feedback	**Your view**	3	4	1
18. Provides clear feedback	**All colleagues**	4.3	4.9	0.6
	Direct manager	5	5	0
	Peers	4	5	1
	Direct reports	4	4.8	0.8
	Others	5	5	0
Behaviour mgmt	**Your view**	4	4	0
19. Effectively deals with unacceptable behaviour	**All colleagues**	4.2	4.8	0.6
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	4	4.8	0.8
	Others	5	5	0
Manages conflict	**Your view**	3	4	1
20. Manages team conflict effectively	**All colleagues**	4.1	4.8	0.7
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	3.8	4.8	1
	Others	5	5	0
Addresses situations	**Your view**	3	4	1
21. Addresses challenging situations effectively	**All colleagues**	4.4	4.8	0.4
	Direct manager	5	5	0
	Peers	4	4.7	0.7
	Direct reports	4.3	4.8	0.5
	Others	5	5	0

Achieves Outcomes |
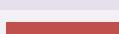
		Current performance	Desired performance	Desired improvement Small		Large
Average scores for Achieves Outcomes ▓▓▓	**Your view**	**3.7**	**4**	■ **0.3**		
	All colleagues	**4.4**	**4.9**	■ **0.5**		
Engages in vision 22. Engages others in the organisational vision	**Your view**	**3**	**4**		■ 1	
	All colleagues	**4.5**	**5**	■ 0.5		
	Direct manager	4	5		■ 1	
	Peers	4	5		■ 1	
	Direct reports	4.8	5	■ 0.2		
	Others	5	5	▏0		
Utilises resourcing 23. Utilises resources (people, funding, materials, support) appropriately to get things done	**Your view**	**4**	**4**	▏0		
	All colleagues	**4.5**	**5**	■ 0.5		
	Direct manager	5	5	▏0		
	Peers	3.7	5		■ 1.3	
	Direct reports	4.8	5	■ 0.2		
	Others	5	5	▏0		
Sets goals 24.Sets realistic goals and objectives that deliver consistent outcomes	**Your view**	**4**	**4**	▏0		
	All colleagues	**4.3**	**4.9**	■ 0.6		
	Direct manager	4	5		■ 1	
	Peers	3.7	5		■ 1.3	
	Direct reports	4.5	4.8	■ 0.3		
	Others	5	5	▏0		
Collaborative goals 25. Collaborates with others to set goals	**Your view**	**4**	**4**	▏0		
	All colleagues	**4.2**	**4.9**	■ 0.7		
	Direct manager	4	5		■ 1	
	Peers	3.7	5		■ 1.3	
	Direct reports	4.3	4.8	■ 0.5		
	Others	5	5	▏0		
Improves outcomes 26. Observes performance to improve outcomes	**Your view**	**4**	**4**	▏0		
	All colleagues	**4.3**	**4.8**	■ 0.5		
	Direct manager	5	5	▏0		
	Peers	3.7	4.7		■ 1	
	Direct reports	4.3	4.8	■ 0.5		
	Others	5	5	▏0		
Celebrates achievements 27. Celebrates achievements	**Your view**	**3**	**4**		■ 1	
	All colleagues	**4.7**	**4.9**	■ 0.2		
	Direct manager	5	5	▏0		
	Peers	4.3	4.7	■ 0.4		
	Direct reports	5	5	▏0		
	Others	4.5	5	■ 0.5		

Drives Innovation |

		Current performance	Desired performance	Desired improvement
				Small ... Large
Average scores for Drives Innovation ███████	**Your view**	**3.7**	**4.3**	0.6
	All colleagues	**4.4**	**4.9**	0.5
Eager to learn	**Your view**	4	5	1
28. Is eager to learn	**All colleagues**	**4.7**	**5**	0.3
	Direct manager	5	5	0
	Peers	4	5	1
	Direct reports	5	5	0
	Others	5	5	0
Generates new ideas	**Your view**	4	4	0
29. Generates new ideas	**All colleagues**	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	4.8	5	0.2
	Others	5	5	0
Improves	**Your view**	4	5	1
30. Regularly looks for a better way of doing things	**All colleagues**	**4.2**	**4.9**	0.7
	Direct manager	4	5	1
	Peers	3.3	4.7	1.4
	Direct reports	4.5	5	0.5
	Others	5	5	0
Innovative	**Your view**	3	4	1
31. Turns creative ideas into reality	**All colleagues**	**4.1**	**4.9**	0.8
	Direct manager	5	5	0
	Peers	3.3	4.7	1.4
	Direct reports	4.3	5	0.7
	Others	5	5	0
Strategic	**Your view**	4	4	0
32. Actively identifies strategic opportunities	**All colleagues**	**4.2**	**4.9**	0.7
	Direct manager	4	5	1
	Peers	3.3	4.7	1.4
	Direct reports	4.8	5	0.2
	Others	4.5	5	0.5
Adjusts to change	**Your view**	4	4	0
33. Adjusts well to change	**All colleagues**	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	4.8	5	0.2
	Others	5	5	0

Change management	Your view	3	4	1
34. Asks questions to understand how others are adjusting to organisational change	**All colleagues**	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	4.8	5	0.2
	Others	5	5	0

Shapes Systems|

		Current performance	Desired performance	Desired improvement	
				Small	Large
Average scores for Shapes Systems| ███████	**Your view**	**4.3**	**4.9**	**0.6**	
	All colleagues	**4.5**	**4.9**	**0.4**	
Follows legislation	**Your view**	**5**	**5**	0	
35. Consistently follows legislation	**All colleagues**	**4.9**	**5**	0.1	
	Direct manager	5	5	0	
	Peers	4.7	5	0.3	
	Direct reports	5	5	0	
	Others	5	5	0	
Follows P&P	**Your view**	**5**	**5**	0	
36. Follows policies and procedures to achieve organisational goals	**All colleagues**	**4.9**	**5**	0.1	
	Direct manager	5	5	0	
	Peers	4.7	5	0.3	
	Direct reports	5	5	0	
	Others	5	5	0	
Actively cares	**Your view**	**5**	**5**	0	
37. Actively cares about the safety and wellbeing of others	**All colleagues**	**4.7**	**5**	0.3	
	Direct manager	5	5	0	
	Peers	4.3	5	0.7	
	Direct reports	4.8	5	0.2	
	Others	5	5	0	
Safety rationale	**Your view**	**5**	**5**	0	
38. Discusses the reasons why working safely is important	**All colleagues**	**4.7**	**5**	0.3	
	Direct manager	5	5	0	
	Peers	4.3	5	0.7	
	Direct reports	4.8	5	0.2	
	Others	5	5	0	
Safety intervention	**Your view**	**4**	**5**	1	
39. Respectfully intervenes when they see someone working in a less safe manner	**All colleagues**	**4.6**	**4.9**	0.3	
	Direct manager	5	5	0	
	Peers	4.7	5	0.3	
	Direct reports	4.3	4.8	0.5	
	Others	5	5	0	
Attends to safety	**Your view**	**4**	**5**	1	
40. Stops to attend to an unsafe act/condition, even when busy	**All colleagues**	**4.8**	**5**	0.2	
	Direct manager	5	5	0	
	Peers	4.7	5	0.3	
	Direct reports	4.7	5	0.3	
	Others	5	5	0	

Category	Role			
Learning environment	**Your view**	4	4	0
41. Supports actively seeking information and ideas to create a learning environment	**All colleagues**	**4.4**	**5**	0.6
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	4.5	5	0.5
	Others	5	5	0
Safety collaboration	**Your view**	4	5	1
42. Keeps a balance between asking questions and giving opinions when exploring how to be more safe	**All colleagues**	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	4	5	1
	Direct reports	4.5	4.8	0.3
	Others	5	5	0
Inter-dept team work	**Your view**	5	5	0
43. Actively builds good working relationships with other teams to help get work done well and safely	**All colleagues**	**4.5**	**5**	0.5
	Direct manager	5	5	0
	Peers	3.7	5	1.3
	Direct reports	4.8	5	0.2
	Others	5	5	0
Shares resourcing	**Your view**	4	5	1
44. Encourages sharing resources with other teams to achieve the organisations purpose safely	**All colleagues**	**4.6**	**5**	0.4
	Direct manager	5	5	0
	Peers	4	5	1
	Direct reports	4.8	5	0.2
	Others	5	5	0
Updates procedures	**Your view**	3	4	1
45. Regularly updates procedures so they reflect best practice	**All colleagues**	**4.1**	**4.8**	0.7
	Direct manager	4	5	1
	Peers	3.3	4.7	1.4
	Direct reports	4.3	4.8	0.5
	Others	5	5	0
Inclusive decision making	**Your view**	4	5	1
46. Ensures patients/customers/consumers/clients are included in decision making	**All colleagues**	**4.3**	**4.8**	0.5
	Direct manager	5	5	0
	Peers	3	4.5	1.5
	Direct reports	4.3	4.7	0.4
	Others	5	5	0
Builds rapport	**Your view**	5	5	0
47. Effectively builds rapport with patients/customers/consumers/clients	**All colleagues**	**4.3**	**4.8**	0.5
	Direct manager	5	5	0
	Peers	3.7	4.7	1
	Direct reports	4.3	4.7	0.4
	Others	5	5	0

Service coordination	**Your view**	**5**	**5**		0
48. Effectively co-ordinates with other care services to meet patient/customers/consumer/client needs	**All colleagues**	**4.3**	**4.9**		0.6
	Direct manager	4	5		1
	Peers	3.7	5		1.3
	Direct reports	4.5	4.8		0.3
	Others	5	5		0
Builds alliances	**Your view**	**4**	**5**		1
49. Builds alliances across the health sector	**All colleagues**	**4.4**	**4.9**		0.5
	Direct manager	4	5		1
	Peers	3.7	5		1.3
	Direct reports	4.8	4.8		0
	Others	5	5		0
Evaluates P&P effectiveness	**Your view**	**3**	**5**		2
50. Asks questions about processes and procedures to determine their effectiveness	**All colleagues**	**4.5**	**4.9**		0.4
	Direct manager	5	5		0
	Peers	4	5		1
	Direct reports	4.5	4.8		0.3
	Others	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	4.0
	Direct manager	5.0
	Others	4.6
Regularly appraises the work performance of staff	Your view	4.0
	Direct manager	5.0
	Others	4.1
Ensures team members adhere to policies, procedures and protocols	Your view	4.0
	Direct manager	5.0
	Others	4.7
Effectively manages risks to patients receiving care	Your view	4.0
	Direct manager	5.0
	Others	4.8
Ensures high-risk groups are considered in the planning and delivery of care and services	Your view	5.0
	Direct manager	4.0
	Others	4.7
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	4.8
Effectively implements infection prevention and control systems	Your view	4.0
	Direct manager	5.0
	Others	4.9
Ensures staff comply with medication safety procedures	Your view	N/A
	Direct manager	5.0
	Others	4.4
Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines	Your view	N/A
	Direct manager	N/A
	Others	5.0
Ensures medication review process is adhered to	Your view	N/A
	Direct manager	N/A
	Others	5.0
Effectively promotes multidisciplinary collaboration and teamwork	Your view	5.0
	Direct manager	4.0
	Others	4.6

Influences clinical handovers to be effective	Your view	4.0
	Direct manager	5.0
	Others	4.7
Ensures staff comply with blood management procedures	Your view	N/A
	Direct manager	N/A
	Others	5.0
Ensures timely communication to relevant persons when critical information emerges	Your view	4.0
	Direct manager	5.0
	Others	4.5
Creates an environment where staff are focused on recognising and responding to acute deterioration	Your view	5.0
	Direct manager	5.0
	Others	4.5
Ensures timely referral to mental health services when patient mental state has acutely deteriorated	Your view	4.0
	Direct manager	N/A
	Others	5.0
Ensures timely referral to relevant services when patient physical state has acutely deteriorated	Your view	4.0
	Direct manager	N/A
	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.

Statement	
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*	

Axis: 3 — Some of the time   3.5   4 — Most of the time   4.5   5 — 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.

Working with this leader, my unique skills and talents are valued and utilised	
In my interactions with this leader, I am safe to take an educated risk on this team	
This leader accepts me for my differences	
In my interactions with this leader, I am able to bring up problems and tough issues	
If I make a mistake on this team, this leader doesn't hold it against me.	
It is not difficult to ask this leader for help	
This leader would not deliberately act in a way that undermines my efforts	

4 — Neutral   5 — Slightly Agree   6 — Agree   7 — Strongly Agree

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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