Name

Your HILCA360 Feedback Report

HILCA360°
growing health leaders

Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	6 responses
Direct reports	6 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. Respects others
4. Is sincere
5. Actively cares

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.
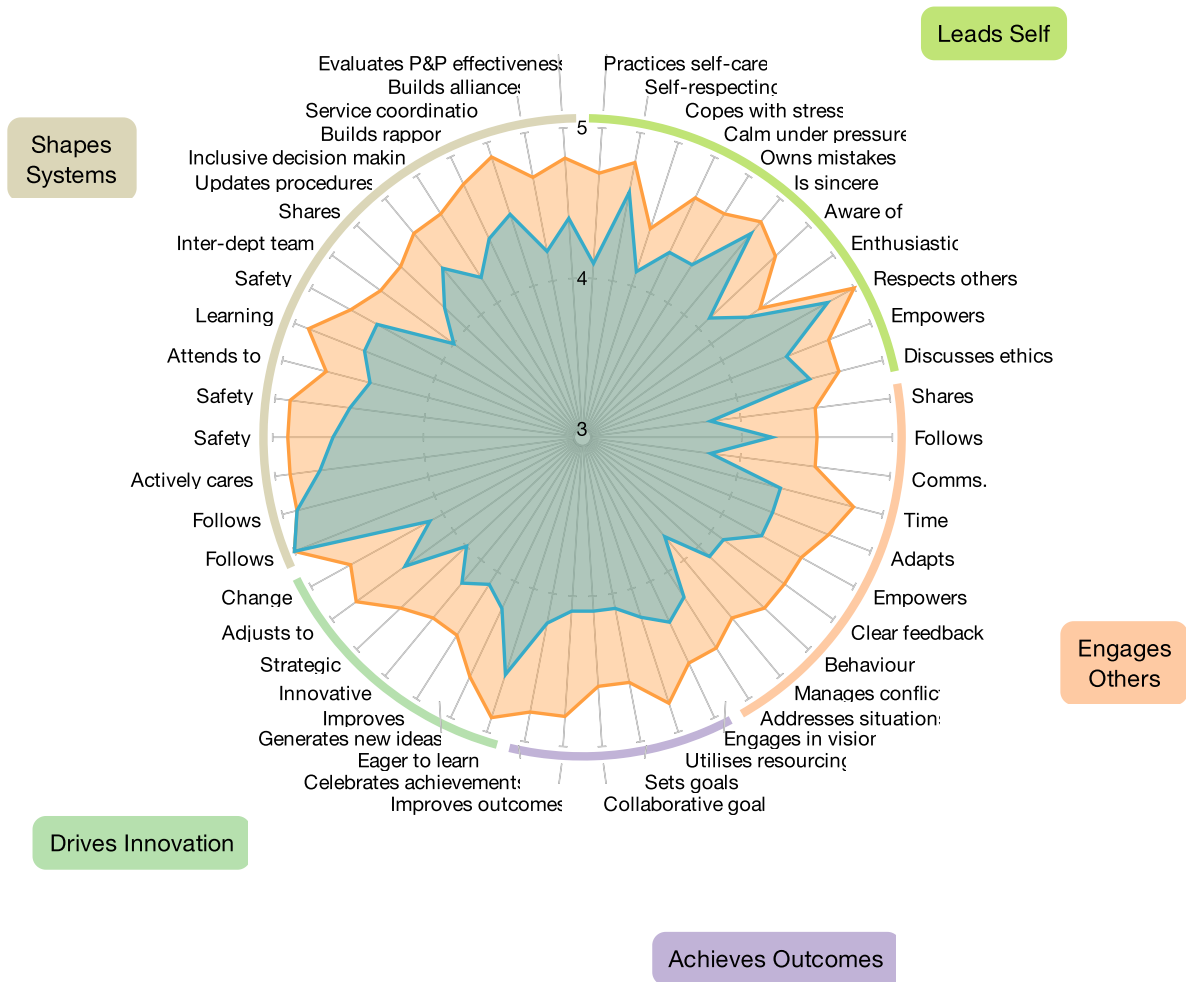
Your top 5 areas to improve

1. Comms. effectively
2. Improves outcomes
3. Manages conflict
4. Shares responsibility
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).
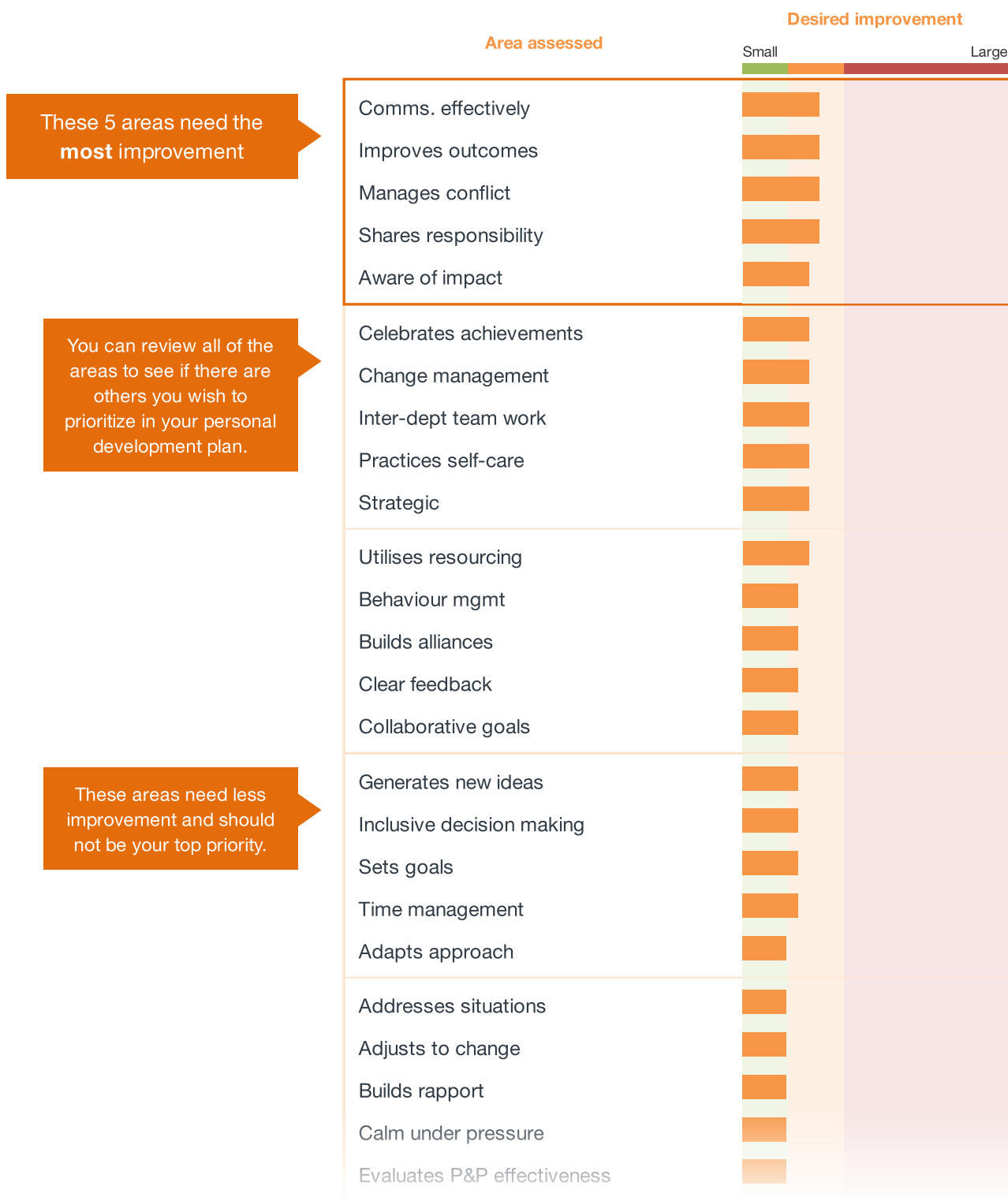
■ Current performance   ■ Desired performance for 12 months time

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

Engages Others

Shares
Follows
Comms.
Time
Adapts
Empowers
Clear feedback
Behaviour
Manages conflict
Addresses situations
Engages in vision
Utilises resourcing
Sets goals
Collaborative goal

Achieves Outcomes

Improves outcomes
Celebrates achievements
Eager to learn
Generates new ideas
Improves
Innovative
Strategic
Adjusts to
Change

Drives Innovation

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

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
- Respects others
- Is sincere
- Actively cares

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

- Self-respecting
- Safety rationale
- Eager to learn
- Service coordination
- Safety intervention

- Safety collaboration
- Learning environment
- Discusses ethics
- Updates procedures
- Evaluates P&P effectiveness

- Empowers ethics
- Builds rapport
- Attends to safety
- Adjusts to change
- Time management

- Owns mistakes
- Enthusiastic
- Engages in vision
- Empowers solutions
- Calm under pressure

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.

Desired improvement

Area assessed

Small   Large

These 5 areas need the most improvement

- Comms. effectively
- Improves outcomes
- Manages conflict
- Shares responsibility
- Aware of impact

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

- Celebrates achievements
- Change management
- Inter-dept team work
- Practices self-care
- Strategic

- Utilises resourcing
- Behaviour mgmt
- Builds alliances
- Clear feedback
- Collaborative goals

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

- Generates new ideas
- Inclusive decision making
- Sets goals
- Time management
- Adapts approach

- Addresses situations
- Adjusts to change
- Builds rapport
- Calm under pressure
- Evaluates P&P effectiveness

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
Comms. effectively	▮	Large	Small	Medium	Medium
Improves outcomes	▮	Small	Small	Medium	Large
Manages conflict	▮	Large	Small	Small	Large
Shares responsibility	▮	Small	Small	Medium	Medium
Aware of impact	▮	Large	Small	Medium	Large
Celebrates achievements	▮	Large	Small	Medium	Medium
Change management	▮	Large	Small	Small	Large
Inter-dept team work	▮	Small	Small	Small	Large
Practices self-care	▮	Large	Small	Medium	Medium
Strategic	▮	Small	Small	Medium	Medium
Utilises resourcing	▮	Small	Small	Small	Medium
Behaviour mgmt	▮	Small	Small	Small	Medium
Builds alliances	▮	Small	Small	Medium	Large
Clear feedback	▮	Small	Small	Medium	Medium
Collaborative goals	▮	Small	Small	Medium	Medium
Generates new ideas	▮	Small	Small	Medium	Medium
Inclusive decision making	▮	Small	Small	Small	Large
Sets goals	▮	Small	Small	Small	Large
Time management	▮	Small	Small	Medium	Medium
Adapts approach	▮	Small	Small	Small	Medium
Addresses situations	▮	Small	Small	Small	Medium
Adjusts to change	▮	Small	Small	Small	Medium
Builds rapport	▮	Large	Small	Small	Medium
Calm under pressure	▮	Small	Small	Small	Medium
Evaluates P&P effectiveness	▮	Small	Small	Medium	Medium

		Col1	Col2	Col3	Col4
Improves		Small	Small	Small	Medium
Learning environment		Small	Small	Small	Medium
Owns mistakes		Large	Small	Medium	Medium
Safety intervention		Small	Small	Medium	Medium
Service coordination		Small	Small	Small	Medium
Shares resourcing		Small	Small	Small	Medium
Attends to safety		Large	Small	Small	Medium
Copes with stress		Small	Small	Small	Medium
Eager to learn		Small	Small	Small	Medium
Empowers ethics		Small	Small	Small	Small
Empowers solutions		Large	Small	Medium	Medium
Engages in vision		Small	Small	Small	Medium
Follows through		Large	Small	Medium	Medium
Innovative		Large	Small	Small	Medium
Safety rationale		Large	Small	Small	Medium
Updates procedures		Small	Small	Small	Small
Actively cares		Small	Small	Small	Medium
Discusses ethics		Small	Small	Small	Small
Respects others		Small	Small	Small	Medium
Safety collaboration		Large	Small	Small	Medium
Self-respecting		Large	Small	Small	Medium
Enthusiastic		Small	Small	Small	Medium
Is sincere		Large	Small	Small	Small
Follows P&P		Small	Small	Small	Small
Follows legislation		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
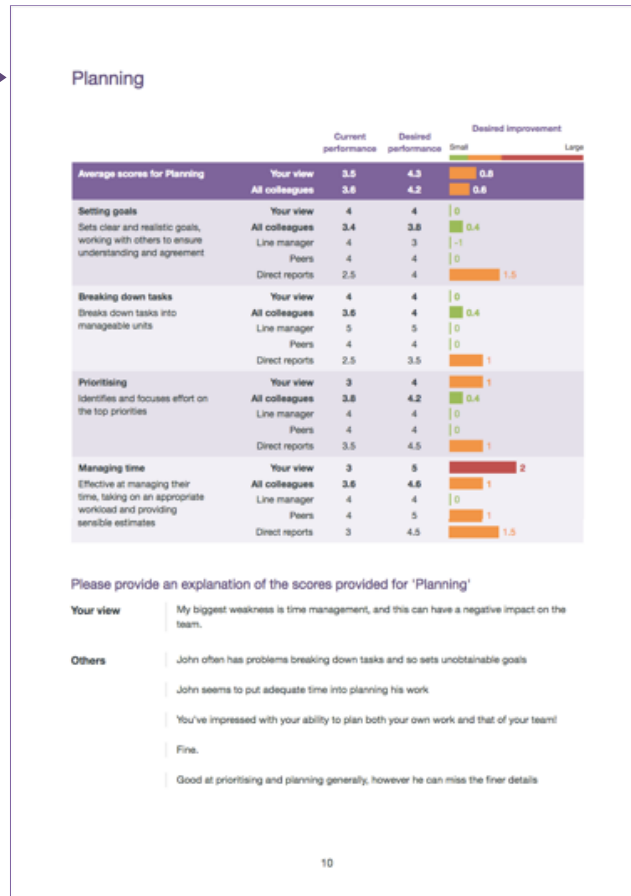
At the top of each section, you'll see the scores provided and the amount of desired improvement

If the section included text-based questions, the answers to those questions are shown below.
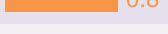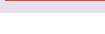
What do the scores mean?

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
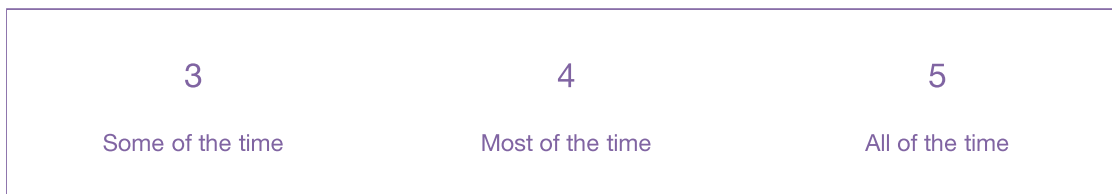
The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.

Leads Self |

		Current performance	Desired performance	Desired improvement Small ———— Large
Average scores for Leads Self | Adam Murphy…	**Your view**	**3.7**	**4.2**	0.5
	All colleagues	**4.4**	**4.7**	0.3
Practices self-care 1. Practices self-care	**Your view**	**3**	**4**	1
	All colleagues	**4.1**	**4.7**	0.6
	Direct manager	5	5	0
	Peers	4	4.6	0.6
	Direct reports	4	4.8	0.8
Self-respecting 2. Is self-respecting	**Your view**	**3**	**4**	1
	All colleagues	**4.6**	**4.8**	0.2
	Direct manager	5	5	0
	Peers	4.6	4.6	0
	Direct reports	4.6	5	0.4
Copes with stress 3. Copes well with stress	**Your view**	**4**	**4**	0
	All colleagues	**4.1**	**4.4**	0.3
	Direct manager	5	5	0
	Peers	4	4.2	0.2
	Direct reports	4	4.6	0.6
Calm under pressure 4. Is calm under pressure	**Your view**	**4**	**4**	0
	All colleagues	**4.3**	**4.7**	0.4
	Direct manager	5	5	0
	Peers	4.3	4.5	0.2
	Direct reports	4	4.8	0.8
Owns mistakes 5. Takes ownership of own mistakes	**Your view**	**4**	**5**	1
	All colleagues	**4.3**	**4.7**	0.4
	Direct manager	5	5	0
	Peers	4	4.5	0.5
	Direct reports	4.5	5	0.5
Is sincere 6. Is sincere	**Your view**	**4**	**5**	1
	All colleagues	**4.7**	**4.8**	0.1
	Direct manager	5	5	0
	Peers	4.8	4.8	0
	Direct reports	4.5	4.8	0.3
Aware of impact 7. Seems aware of their impact on others	**Your view**	**3**	**4**	1
	All colleagues	**4.1**	**4.7**	0.6
	Direct manager	5	5	0
	Peers	4.3	4.7	0.4
	Direct reports	3.7	4.7	1

Enthusiastic	**Your view**	**4**	**4**		0
8. Has an enthusiastic approach to work	**All colleagues**	**4.3**	**4.4**		0.1
	Direct manager	5	5		0
	Peers	4.3	4.3		0
	Direct reports	4	4.4		0.4
Respects others	**Your view**	**4**	**4**		0
9. Treats all others with respect	**All colleagues**	**4.8**	**5**		0.2
	Direct manager	5	5		0
	Peers	5	5		0
	Direct reports	4.5	5		0.5
Empowers ethics	**Your view**	**4**	**4**		0
10. Empowers others to make ethical choices	**All colleagues**	**4.4**	**4.7**		0.3
	Direct manager	5	5		0
	Peers	4	4.3		0.3
	Direct reports	4.8	5		0.2
Discusses ethics	**Your view**	**4**	**4**		0
11. Develops a climate of healthy discussion around ethical issues	**All colleagues**	**4.5**	**4.7**		0.2
	Direct manager	5	5		0
	Peers	4.2	4.5		0.3
	Direct reports	4.8	5		0.2

Engages Others |

		Current performance	Desired performance	Desired improvement
				Small ▬▬▬ Large
**Average scores for Engages Others	Adam Murphy...**	**Your view**	**3.8**	**4.2**	0.4
	All colleagues	**4.1**	**4.6**	0.5
Shares responsibility 12. Shares responsibility effectively	**Your view**	**4**	**4**	0
	All colleagues	**3.8**	**4.5**	0.7
	Direct manager	5	5	0
	Peers	3.8	4.3	0.5
	Direct reports	3.7	4.5	0.8
Follows through 13. Follows through on commitments	**Your view**	**4**	**5**	1
	All colleagues	**4.2**	**4.5**	0.3
	Direct manager	5	5	0
	Peers	3.8	4.2	0.4
	Direct reports	4.3	4.7	0.4
Comms. effectively 14. Communicates effectively	**Your view**	**4**	**5**	1
	All colleagues	**3.8**	**4.5**	0.7
	Direct manager	5	5	0
	Peers	3.5	4.2	0.7
	Direct reports	4	4.8	0.8
Time management 15. Effectively manages time	**Your view**	**4**	**4**	0
	All colleagues	**4.3**	**4.8**	0.5
	Direct manager	5	5	0
	Peers	4	4.6	0.6
	Direct reports	4.4	5	0.6
Adapts approach 16. Adapts approach to effectively achieve goals	**Your view**	**4**	**4**	0
	All colleagues	**4.3**	**4.7**	0.4
	Direct manager	5	5	0
	Peers	4.2	4.5	0.3
	Direct reports	4.2	4.8	0.6
Empowers solutions 17. Empowers others to find solutions	**Your view**	**3**	**4**	1
	All colleagues	**4.3**	**4.6**	0.3
	Direct manager	5	5	0
	Peers	4	4.4	0.4
	Direct reports	4.3	4.7	0.4
Clear feedback 18. Provides clear feedback	**Your view**	**4**	**4**	0
	All colleagues	**4.1**	**4.6**	0.5
	Direct manager	5	5	0
	Peers	3.6	4.2	0.6
	Direct reports	4.3	4.8	0.5

Behaviour mgmt	Your view	4	4	0
19. Effectively deals with unacceptable behaviour	All colleagues	4.1	4.6	0.5
	Direct manager	5	5	0
	Peers	3.7	4	0.3
	Direct reports	4.3	5	0.7
Manages conflict	**Your view**	3	4	1
20. Manages team conflict effectively	**All colleagues**	3.8	4.5	0.7
	Direct manager	5	5	0
	Peers	3.7	4	0.3
	Direct reports	3.5	4.8	1.3
Addresses situations	**Your view**	4	4	0
21. Addresses challenging situations effectively	**All colleagues**	4.2	4.6	0.4
	Direct manager	5	5	0
	Peers	4.2	4.3	0.1
	Direct reports	4	4.8	0.8

Achieves Outcomes |
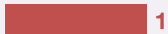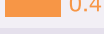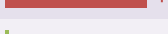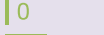
		Current performance	Desired performance	Desired improvement	
				Small	Large
Average scores for Achieves Outcomes | Adam Murphy…	**Your view**	**4**	**4.2**		0.2
	All colleagues	**4.2**	**4.7**		0.5
Engages in vision 22. Engages others in the organisational vision	**Your view**	4	4		0
	All colleagues	4.3	4.6		0.3
	Direct manager	5	5		0
	Peers	4.2	4.3		0.1
	Direct reports	4.2	4.8		0.6
Utilises resourcing 23. Utilises resources (people, funding, materials, support) appropriately to get things done	**Your view**	4	4		0
	All colleagues	4.2	4.8		0.6
	Direct manager	5	5		0
	Peers	4.2	4.5		0.3
	Direct reports	4.2	5		0.8
Sets goals 24.Sets realistic goals and objectives that deliver consistent outcomes	**Your view**	4	4		0
	All colleagues	4.1	4.6		0.5
	Direct manager	5	5		0
	Peers	4.3	4.5		0.2
	Direct reports	3.6	4.6		1
Collaborative goals 25. Collaborates with others to set goals	**Your view**	4	4		0
	All colleagues	4.1	4.6		0.5
	Direct manager	5	5		0
	Peers	4	4.5		0.5
	Direct reports	4	4.7		0.7
Improves outcomes 26. Observes performance to improve outcomes	**Your view**	4	4		0
	All colleagues	4.1	4.8		0.7
	Direct manager	5	5		0
	Peers	4.3	4.8		0.5
	Direct reports	3.8	4.8		1
Celebrates achievements 27. Celebrates achievements	**Your view**	4	5		1
	All colleagues	4.2	4.8		0.6
	Direct manager	5	5		0
	Peers	4	4.7		0.7
	Direct reports	4.2	4.8		0.6

Drives Innovation |

		Current performance	Desired performance	Desired improvement

| | | | | Small — Large |

		Current performance	Desired performance	Desired improvement
**Average scores for Drives Innovation	Adam Murphy…**	**Your view**	**4.1**	**4.4**	0.3
	All colleagues	**4.2**	**4.7**	0.5
Eager to learn 28. Is eager to learn	**Your view**	5	5	0
	All colleagues	**4.6**	**4.9**	0.3
	Direct manager	5	5	0
	Peers	4.6	4.8	0.2
	Direct reports	4.5	5	0.5
Generates new ideas 29. Generates new ideas	**Your view**	5	5	0
	All colleagues	**4.2**	**4.7**	0.5
	Direct manager	5	5	0
	Peers	4	4.5	0.5
	Direct reports	4.2	4.8	0.6
Improves 30. Regularly looks for a better way of doing things	**Your view**	5	5	0
	All colleagues	**4.1**	**4.5**	0.4
	Direct manager	5	5	0
	Peers	4.2	4.5	0.3
	Direct reports	3.8	4.5	0.7
Innovative 31. Turns creative ideas into reality	**Your view**	3	4	1
	All colleagues	**4.2**	**4.5**	0.3
	Direct manager	5	5	0
	Peers	4.3	4.5	0.2
	Direct reports	4	4.4	0.4
Strategic 32. Actively identifies strategic opportunities	**Your view**	4	4	0
	All colleagues	**4**	**4.6**	0.6
	Direct manager	5	5	0
	Peers	3.8	4.3	0.5
	Direct reports	4	4.8	0.8
Adjusts to change 33. Adjusts well to change	**Your view**	4	4	0
	All colleagues	**4.4**	**4.8**	0.4
	Direct manager	5	5	0
	Peers	4.3	4.5	0.2
	Direct reports	4.4	5	0.6
Change management 34. Asks questions to understand how others are adjusting to organisational change	**Your view**	3	4	1
	All colleagues	**4.1**	**4.7**	0.6
	Direct manager	5	5	0
	Peers	4.3	4.5	0.2
	Direct reports	3.8	4.8	1

Shapes Systems|

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

Competency	Rater	Score 1	Score 2	Gap
Safety collaboration 42. Keeps a balance between asking questions and giving opinions when exploring how to be more safe	**Your view**	3	4	1
	All colleagues	**4.5**	**4.7**	0.2
	Direct manager	5	5	0
	Peers	4.4	4.6	0.2
	Direct reports	4.4	4.8	0.4
Inter-dept team work 43. Actively builds good working relationships with other teams to help get work done well and safely	**Your view**	4	4	0
	All colleagues	**4**	**4.6**	0.6
	Direct manager	5	5	0
	Peers	4.2	4.4	0.2
	Direct reports	3.7	4.7	1
Shares resourcing 44. Encourages sharing resources with other teams to achieve the organisations purpose safely	**Your view**	4	4	0
	All colleagues	**4.2**	**4.6**	0.4
	Direct manager	5	5	0
	Peers	4	4.3	0.3
	Direct reports	4.2	4.8	0.6
Updates procedures 45. Regularly updates procedures so they reflect best practice	**Your view**	4	4	0
	All colleagues	**4.4**	**4.7**	0.3
	Direct manager	5	5	0
	Peers	4	4.3	0.3
	Direct reports	4.7	5	0.3
Inclusive decision making 46. Ensures patients/customers/consumers/clients are included in decision making	**Your view**	4	4	0
	All colleagues	**4.2**	**4.7**	0.5
	Direct manager	5	5	0
	Peers	4.4	4.6	0.2
	Direct reports	3.8	4.8	1
Builds rapport 47. Effectively builds rapport with patients/customers/consumers/clients	**Your view**	3	4	1
	All colleagues	**4.4**	**4.8**	0.4
	Direct manager	5	5	0
	Peers	4.5	4.8	0.3
	Direct reports	4.2	4.8	0.6
Service coordination 48. Effectively co-ordinates with other care services to meet patient/customers/consumer/client needs	**Your view**	4	4	0
	All colleagues	**4.5**	**4.9**	0.4
	Direct manager	5	5	0
	Peers	4.6	4.8	0.2
	Direct reports	4.4	5	0.6
Builds alliances 49. Builds alliances across the health sector	**Your view**	4	4	0
	All colleagues	**4.2**	**4.7**	0.5
	Direct manager	5	5	0
	Peers	4.3	4.7	0.4
	Direct reports	3.7	4.7	1
Evaluates P&P effectiveness 50. Asks questions about processes and procedures to determine their effectiveness	**Your view**	4	4	0
	All colleagues	**4.4**	**4.8**	0.4
	Direct manager	5	5	0
	Peers	4.4	4.8	0.4
	Direct reports	4.2	4.8	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	5.0
	Others	4.5
Regularly appraises the work performance of staff	Your view	4.0
	Direct manager	5.0
	Others	4.5
Ensures team members adhere to policies, procedures and protocols	Your view	4.0
	Direct manager	5.0
	Others	4.6
Effectively manages risks to patients receiving care	Your view	4.0
	Direct manager	5.0
	Others	4.9
Ensures high-risk groups are considered in the planning and delivery of care and services	Your view	5.0
	Direct manager	5.0
	Others	4.5
Effectively promotes person-centred care	Your view	4.0
	Direct manager	5.0
	Others	4.6
Collects and acts on patient/customers/consumer/client feedback	Your view	2.0
	Direct manager	5.0
	Others	4.7
Effectively implements infection prevention and control systems	Your view	4.0
	Direct manager	N/A
	Others	5.0
Ensures staff comply with medication safety procedures	Your view	N/A
	Direct manager	N/A
	Others	4.8
Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines	Your view	N/A
	Direct manager	5.0
	Others	5.0
Ensures medication review process is adhered to	Your view	N/A
	Direct manager	N/A
	Others	4.7
Effectively promotes multidisciplinary collaboration and teamwork	Your view	5.0
	Direct manager	5.0
	Others	4.5

The Standards

Influences clinical handovers to be effective	Your view	3.0
	Direct manager	5.0
	Others	4.4
Ensures staff comply with blood management procedures	Your view	N/A
	Direct manager	N/A
	Others	4.0
Ensures timely communication to relevant persons when critical information emerges	Your view	N/A
	Direct manager	5.0
	Others	4.6
Creates an environment where staff are focused on recognising and responding to acute deterioration	Your view	N/A
	Direct manager	5.0
	Others	4.6
Ensures timely referral to mental health services when patient mental state has acutely deteriorated	Your view	N/A
	Direct manager	5.0
	Others	4.5
Ensures timely referral to relevant services when patient physical state has acutely deteriorated	Your view	4.0
	Direct manager	5.0
	Others	4.8

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

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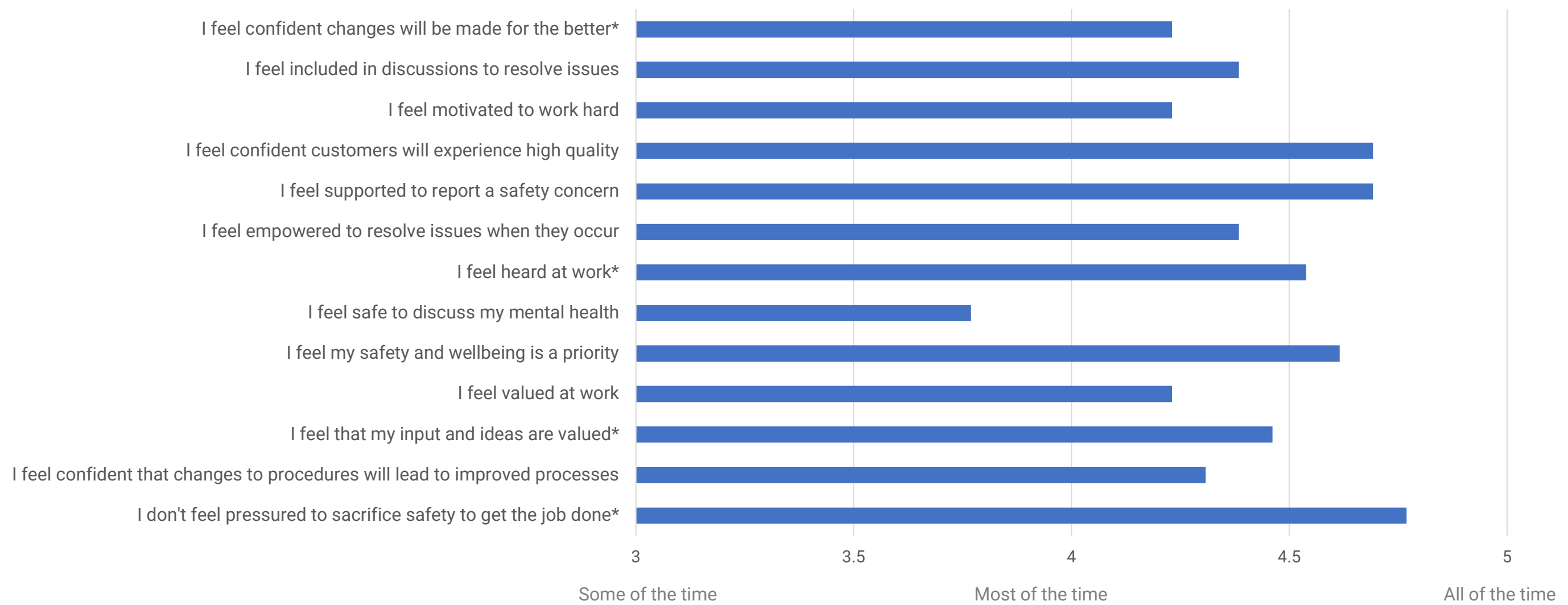
*questions were originally asked as negatively worded questions and both the question and result have been reversed for consistent graph presentation.

Impact on Others

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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