

# Name

## Your HILCA360 Feedback Report



**HILCA**<sup>360°</sup>  
growing health leaders



# Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	7 responses
Direct reports	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. Is sincere
2. Inclusive decision making
3. Follows P&P
4. Eager to learn
5. Comms. effectively

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

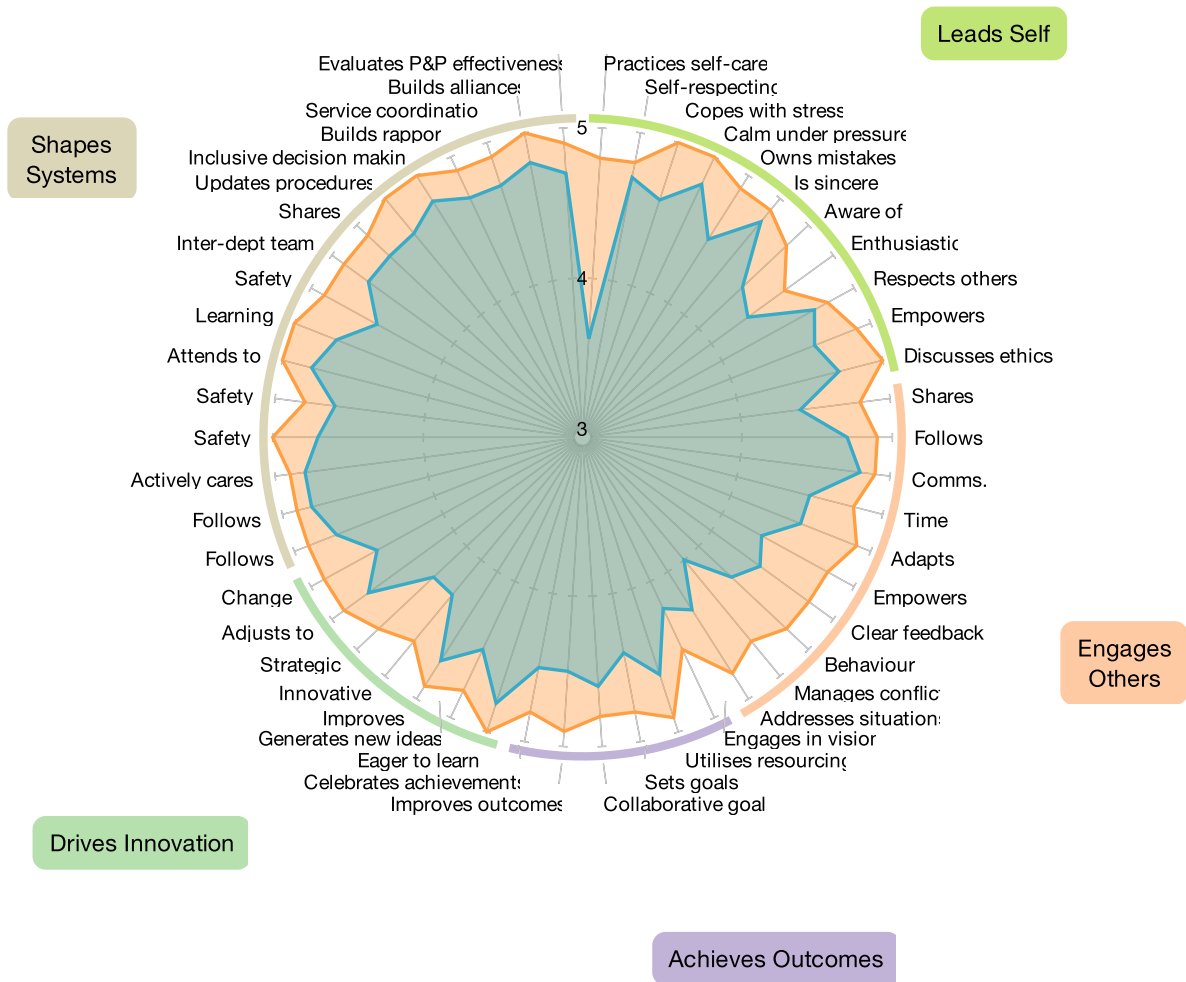
1. Practices self-care
2. Manages conflict
3. Addresses situations
4. Behaviour mgmt
5. Empowers solutions

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



# 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.

We recommend you focus on these top 5 strengths

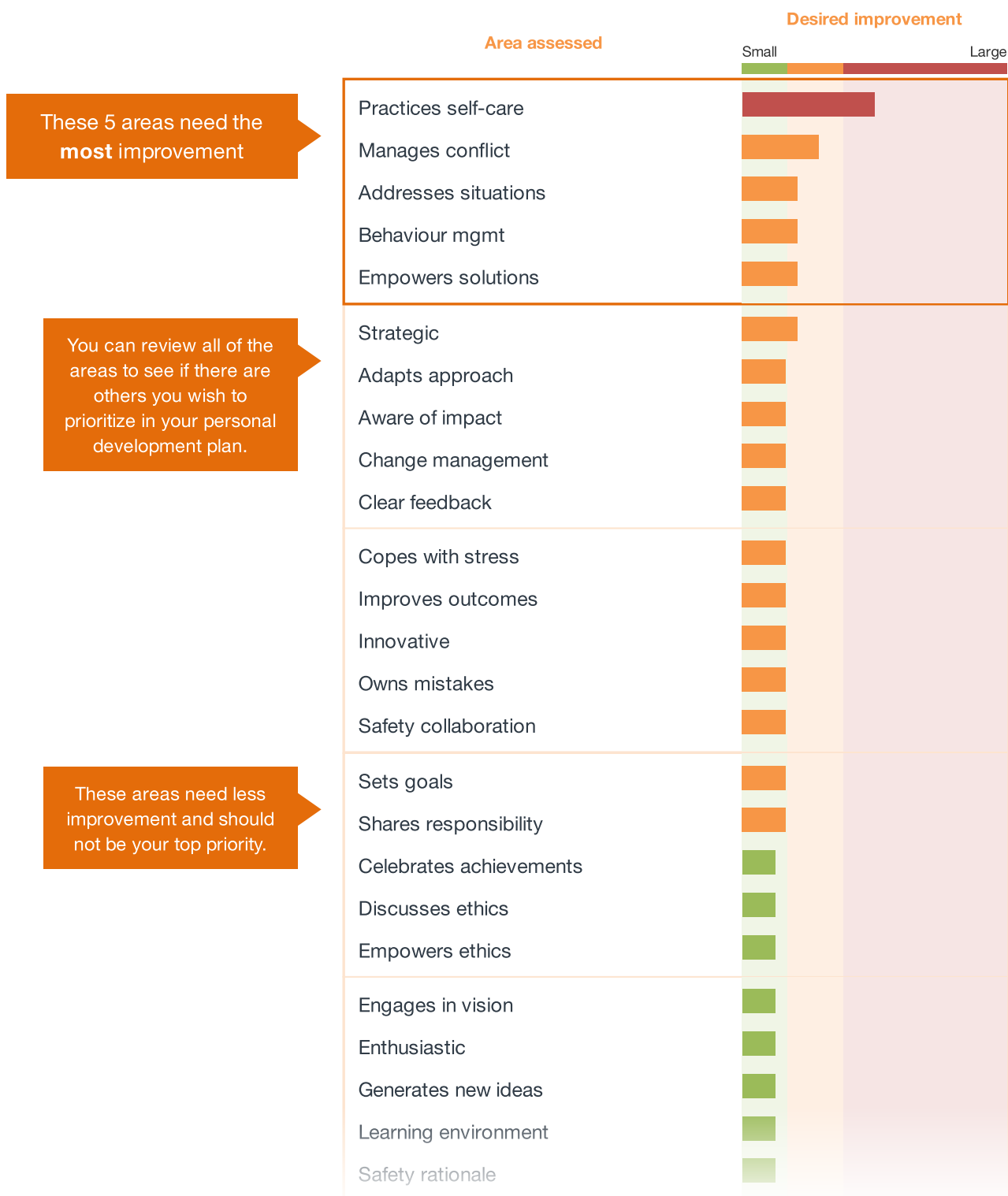
You can review the other areas to see if there are any surprises.

Area assessed	Current performance	
	Some of the time	All of the time
Is sincere	██████████	██████████
Inclusive decision making	██████████	██████████
Follows P&P	██████████	██████████
Eager to learn	██████████	██████████
Comms. effectively	██████████	██████████
Calm under pressure	██████████	██████████
Builds alliances	██████████	██████████
Attends to safety	██████████	██████████
Actively cares	██████████	██████████
Updates procedures	██████████	██████████
Shares resourcing	██████████	██████████
Service coordination	██████████	██████████
Self-respecting	██████████	██████████
Safety rationale	██████████	██████████
Respects others	██████████	██████████
Learning environment	██████████	██████████
Inter-dept team work	██████████	██████████
Improves	██████████	██████████
Follows through	██████████	██████████
Follows legislation	██████████	██████████
Evaluates P&P effectiveness	██████████	██████████
Discusses ethics	██████████	██████████
Builds rapport	██████████	██████████
Adjusts to change	██████████	██████████
Utilises resourcing	██████████	██████████

# 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)		Your view	Direct manager	Peers	Direct reports
	Small	Large				
Practices self-care			Large	Large	Large	Medium
Manages conflict			Large	Large	Medium	Medium
Addresses situations			Large	Large	Medium	Medium
Behaviour mgmt			Large	Large	Medium	Medium
Empowers solutions			Large	Large	Medium	Medium
Strategic			Large	Large	Medium	Small
Adapts approach			Large	Large	Medium	Small
Aware of impact			Small	Large	Small	Small
Change management			Large	Large	Medium	Small
Clear feedback			Large	Large	Small	Medium
Copes with stress			Small	Large	Small	Medium
Improves outcomes			Large	Large	Medium	Small
Innovative			Large	Large	Small	Medium
Owns mistakes			Large	Large	Small	Medium
Safety collaboration			Large	Large	Small	Small
Sets goals			Large	Large	Small	Small
Shares responsibility			Large	Large	Small	Medium
Celebrates achievements			Large	Large	Small	Small
Discusses ethics			Large	Large	Small	Small
Empowers ethics			Large	Large	Small	Small
Engages in vision			Large	Large	Small	Medium
Enthusiastic			Large	Large	Small	Small
Generates new ideas			Large	Large	Small	Small
Learning environment			Large	Large	Small	Small
Safety rationale			Large	Large	Small	Small

Time management	■	Large	Large	Small	Small
Updates procedures	■	Large	Large	Small	Small
Utilises resourcing	■	Large	Large	Small	Small
Adjusts to change	■	Large	Small	Small	Small
Attends to safety	■	Large	Large	Small	Small
Builds alliances	■	Large	Large	Small	Small
Builds rapport	■	Large	Small	Small	Small
Calm under pressure	■	Large	Large	Small	Small
Collaborative goals	■	Large	Large	Small	Small
Eager to learn	■	Small	Large	Small	Medium
Evaluates P&P effectiveness	■	Large	Large	Small	Small
Follows legislation	■	Small	Large	Small	Small
Follows through	■	Large	Small	Small	Small
Improves	■	Large	Large	Small	Small
Inclusive decision making	■	Large	Small	Small	Medium
Inter-dept team work	■	Large	Large	Small	Small
Safety intervention	■	Large	Large	Small	Small
Service coordination	■	Large	Small	Small	Small
Shares resourcing	■	Large	Large	Small	Small
Actively cares	■	Small	Small	Small	Small
Comms. effectively	■	Large	Large	Small	Small
Follows P&P	■	Small	Large	Small	Small
Is sincere	■	Small	Small	Small	Small
Respects others	■	Small	Large	Small	Small
Self-respecting	■	Large	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

### Planning

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

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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.






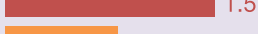
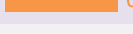









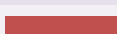




















## What do the scores mean?





















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:





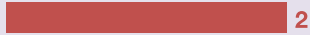



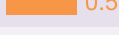




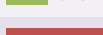
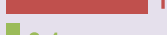



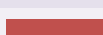






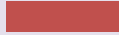






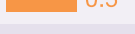






The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.



# Leads Self |

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Leads Self   Adele King...</b>				
	<b>Your view</b>	4.2	4.8	 0.6
	<b>All colleagues</b>	4.5	4.9	 0.4
<b>Practices self-care</b>	<b>Your view</b>	3	4	 1
1. Practices self-care	<b>All colleagues</b>	3.6	4.8	 1.2
	Direct manager	4	5	 1
	Peers	3.3	4.8	 1.5
	Direct reports	4	4.8	 0.8
<b>Self-respecting</b>	<b>Your view</b>	4	5	 1
2. Is self-respecting	<b>All colleagues</b>	4.7	4.8	 0.1
	Direct manager	4	4	 0
	Peers	5	5	 0
	Direct reports	4.5	4.8	 0.3
<b>Copes with stress</b>	<b>Your view</b>	4	4	 0
3. Copes well with stress	<b>All colleagues</b>	4.6	5	 0.4
	Direct manager	4	5	 1
	Peers	4.7	5	 0.3
	Direct reports	4.5	5	 0.5
<b>Calm under pressure</b>	<b>Your view</b>	4	5	 1
4. Is calm under pressure	<b>All colleagues</b>	4.8	5	 0.2
	Direct manager	4	5	 1
	Peers	5	5	 0
	Direct reports	4.8	5	 0.2
<b>Owns mistakes</b>	<b>Your view</b>	4	5	 1
5. Takes ownership of own mistakes	<b>All colleagues</b>	4.5	4.9	 0.4
	Direct manager	3	5	 2
	Peers	4.7	4.9	 0.2
	Direct reports	4.5	5	 0.5
<b>Is sincere</b>	<b>Your view</b>	5	5	 0
6. Is sincere	<b>All colleagues</b>	4.8	4.9	 0.1
	Direct manager	4	4	 0
	Peers	5	5	 0
	Direct reports	4.8	5	 0.2
<b>Aware of impact</b>	<b>Your view</b>	5	5	 0
7. Seems aware of their impact on others	<b>All colleagues</b>	4.4	4.8	 0.4
	Direct manager	4	5	 1
	Peers	4.6	4.9	 0.3
	Direct reports	4.3	4.5	 0.2













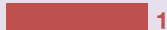

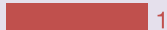









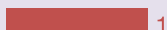







<b>Enthusiastic</b> 8. Has an enthusiastic approach to work	<b>Your view</b>	4	5	 1
	<b>All colleagues</b>	4.3	4.6	 0.3
	Direct manager	4	5	 1
	Peers	4.6	4.7	 0.1
	Direct reports	4	4.3	 0.3
<b>Respects others</b> 9. Treats all others with respect	<b>Your view</b>	5	5	 0
	<b>All colleagues</b>	4.7	4.8	 0.1
	Direct manager	4	5	 1
	Peers	4.9	4.9	 0
	Direct reports	4.5	4.8	 0.3
<b>Empowers others</b> 10. Empowers others to make ethical choices	<b>Your view</b>	4	5	 1
	<b>All colleagues</b>	4.6	4.9	 0.3
	Direct manager	3	4	 1
	Peers	4.9	5	 0.1
	Direct reports	4.7	5	 0.3
<b>Discusses ethics</b> 11. Develops a climate of healthy discussion around ethical issues	<b>Your view</b>	4	5	 1
	<b>All colleagues</b>	4.7	5	 0.3
	Direct manager	4	5	 1
	Peers	4.9	5	 0.1
	Direct reports	4.7	5	 0.3

# Engages Others |

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Engages Others   Adele King...</b>				
	<b>Your view</b>	<b>3.6</b>	<b>5</b>	 <b>1.4</b>
	<b>All colleagues</b>	<b>4.4</b>	<b>4.8</b>	 <b>0.4</b>
<b>Shares responsibility</b>	<b>Your view</b>	<b>3</b>	<b>5</b>	 <b>2</b>
12. Shares responsibility effectively	<b>All colleagues</b>	<b>4.4</b>	<b>4.8</b>	 <b>0.4</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.6	4.9	 <b>0.3</b>
	Direct reports	4.3	4.8	 <b>0.5</b>
<b>Follows through</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
13. Follows through on commitments	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>	 <b>0.2</b>
	Direct manager	5	5	 <b>0</b>
	Peers	4.7	5	 <b>0.3</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Comms. effectively</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
14. Communicates effectively	<b>All colleagues</b>	<b>4.8</b>	<b>4.9</b>	 <b>0.1</b>
	Direct manager	4	5	 <b>1</b>
	Peers	5	5	 <b>0</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Time management</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
15. Effectively manages time	<b>All colleagues</b>	<b>4.5</b>	<b>4.8</b>	 <b>0.3</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.6	4.9	 <b>0.3</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Adapts approach</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
16. Adapts approach to effectively achieve goals	<b>All colleagues</b>	<b>4.5</b>	<b>4.9</b>	 <b>0.4</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.6	5	 <b>0.4</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Empowers solutions</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
17. Empowers others to find solutions	<b>All colleagues</b>	<b>4.3</b>	<b>4.8</b>	 <b>0.5</b>
	Direct manager	3	4	 <b>1</b>
	Peers	4.3	4.9	 <b>0.6</b>
	Direct reports	4.5	5	 <b>0.5</b>
<b>Clear feedback</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
18. Provides clear feedback	<b>All colleagues</b>	<b>4.4</b>	<b>4.8</b>	 <b>0.4</b>
	Direct manager	3	4	 <b>1</b>
	Peers	4.7	5	 <b>0.3</b>
	Direct reports	4.3	4.8	 <b>0.5</b>

<b>Behaviour mgmt</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
19. Effectively deals with unacceptable behaviour	<b>All colleagues</b>	<b>4.3</b>	<b>4.8</b>		<b>0.5</b>
	Direct manager	3	4		<b>1</b>
	Peers	4.4	5		<b>0.6</b>
	Direct reports	4.3	4.7		<b>0.4</b>
<b>Manages conflict</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
20. Manages team conflict effectively	<b>All colleagues</b>	<b>4</b>	<b>4.7</b>		<b>0.7</b>
	Direct manager	3	4		<b>1</b>
	Peers	4	4.8		<b>0.8</b>
	Direct reports	4.3	4.7		<b>0.4</b>
<b>Addresses situations</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
21. Addresses challenging situations effectively	<b>All colleagues</b>	<b>4.3</b>	<b>4.8</b>		<b>0.5</b>
	Direct manager	3	4		<b>1</b>
	Peers	4.6	5		<b>0.4</b>
	Direct reports	4	4.5		<b>0.5</b>






































# Achieves Outcomes |

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Achieves Outcomes   Adele King...</b>				
	<b>Your view</b>	4	5	 1
	<b>All colleagues</b>	4.5	4.8	 0.3
<b>Engages in vision</b>	<b>Your view</b>	4	5	 1
22. Engages others in the organisational vision	<b>All colleagues</b>	4.2	4.5	 0.3
	Direct manager	3	4	 1
	Peers	4.6	4.7	 0.1
	Direct reports	3.8	4.3	 0.5
<b>Utilises resourcing</b>	<b>Your view</b>	4	5	 1
23. Utilises resources (people, funding, materials, support) appropriately to get things done	<b>All colleagues</b>	4.6	4.9	 0.3
	Direct manager	4	5	 1
	Peers	4.7	5	 0.3
	Direct reports	4.5	4.8	 0.3
<b>Sets goals</b>	<b>Your view</b>	4	5	 1
24. Sets realistic goals and objectives that deliver consistent outcomes	<b>All colleagues</b>	4.4	4.8	 0.4
	Direct manager	3	4	 1
	Peers	4.6	4.9	 0.3
	Direct reports	4.5	4.8	 0.3
<b>Collaborative goals</b>	<b>Your view</b>	4	5	 1
25. Collaborates with others to set goals	<b>All colleagues</b>	4.6	4.8	 0.2
	Direct manager	4	5	 1
	Peers	4.7	4.9	 0.2
	Direct reports	4.5	4.8	 0.3
<b>Improves outcomes</b>	<b>Your view</b>	4	5	 1
26. Observes performance to improve outcomes	<b>All colleagues</b>	4.5	4.9	 0.4
	Direct manager	4	5	 1
	Peers	4.6	5	 0.4
	Direct reports	4.5	4.8	 0.3
<b>Celebrates achievements</b>	<b>Your view</b>	4	5	 1
27. Celebrates achievements	<b>All colleagues</b>	4.5	4.8	 0.3
	Direct manager	4	5	 1
	Peers	4.7	5	 0.3
	Direct reports	4.3	4.5	 0.2

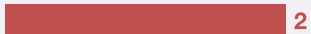






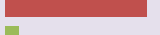





































# Drives Innovation |

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Drives Innovation   Adele King...</b>				
	<b>Your view</b>	4.1	5	0.9
	<b>All colleagues</b>	4.5	4.8	0.3
<b>Eager to learn</b>	<b>Your view</b>	5	5	0
28. Is eager to learn	<b>All colleagues</b>	4.8	5	0.2
	Direct manager	4	5	1
	Peers	5	5	0
	Direct reports	4.5	5	0.5
<b>Generates new ideas</b>	<b>Your view</b>	4	5	1
29. Generates new ideas	<b>All colleagues</b>	4.5	4.8	0.3
	Direct manager	3	4	1
	Peers	4.7	4.9	0.2
	Direct reports	4.5	4.8	0.3
<b>Improves</b>	<b>Your view</b>	4	5	1
30. Regularly looks for a better way of doing things	<b>All colleagues</b>	4.7	4.9	0.2
	Direct manager	3	4	1
	Peers	4.9	5	0.1
	Direct reports	4.8	5	0.2
<b>Innovative</b>	<b>Your view</b>	4	5	1
31. Turns creative ideas into reality	<b>All colleagues</b>	4.3	4.7	0.4
	Direct manager	3	4	1
	Peers	4.6	4.9	0.3
	Direct reports	4	4.5	0.5
<b>Strategic</b>	<b>Your view</b>	4	5	1
32. Actively identifies strategic opportunities	<b>All colleagues</b>	4.3	4.8	0.5
	Direct manager	3	4	1
	Peers	4.3	4.9	0.6
	Direct reports	4.5	4.8	0.3
<b>Adjusts to change</b>	<b>Your view</b>	4	5	1
33. Adjusts well to change	<b>All colleagues</b>	4.7	4.9	0.2
	Direct manager	5	5	0
	Peers	4.7	5	0.3
	Direct reports	4.5	4.8	0.3
<b>Change management</b>	<b>Your view</b>	4	5	1
34. Asks questions to understand how others are adjusting to organisational change	<b>All colleagues</b>	4.5	4.9	0.4
	Direct manager	3	4	1
	Peers	4.6	5	0.4
	Direct reports	4.7	5	0.3

# Shapes Systems|

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Shapes Systems  Adele King...</b>				
	<b>Your view</b>	<b>3.8</b>	<b>5</b>	 <b>1.2</b>
	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>	 <b>0.2</b>
<b>Follows legislation</b>	<b>Your view</b>	<b>5</b>	<b>5</b>	 <b>0</b>
35. Consistently follows legislation	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>	 <b>0.2</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.9	5	 <b>0.1</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Follows P&amp;P</b>	<b>Your view</b>	<b>5</b>	<b>5</b>	 <b>0</b>
36. Follows policies and procedures to achieve organisational goals	<b>All colleagues</b>	<b>4.8</b>	<b>4.9</b>	 <b>0.1</b>
	Direct manager	4	5	 <b>1</b>
	Peers	5	5	 <b>0</b>
	Direct reports	4.8	4.8	 <b>0</b>
<b>Actively cares</b>	<b>Your view</b>	<b>5</b>	<b>5</b>	 <b>0</b>
37. Actively cares about the safety and wellbeing of others	<b>All colleagues</b>	<b>4.8</b>	<b>4.9</b>	 <b>0.1</b>
	Direct manager	5	5	 <b>0</b>
	Peers	5	5	 <b>0</b>
	Direct reports	4.5	4.8	 <b>0.3</b>
<b>Safety rationale</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
38. Discusses the reasons why working safely is important	<b>All colleagues</b>	<b>4.7</b>	<b>5</b>	 <b>0.3</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.7	5	 <b>0.3</b>
	Direct reports	4.8	5	 <b>0.2</b>
<b>Safety intervention</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
39. Respectfully intervenes when they see someone working in a less safe manner	<b>All colleagues</b>	<b>4.6</b>	<b>4.8</b>	 <b>0.2</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.9	5	 <b>0.1</b>
	Direct reports	4.3	4.5	 <b>0.2</b>
<b>Attends to safety</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
40. Stops to attend to an unsafe act/condition, even when busy	<b>All colleagues</b>	<b>4.8</b>	<b>5</b>	 <b>0.2</b>
	Direct manager	4	5	 <b>1</b>
	Peers	5	5	 <b>0</b>
	Direct reports	4.7	5	 <b>0.3</b>
<b>Learning environment</b>	<b>Your view</b>	<b>3</b>	<b>5</b>	 <b>2</b>
41. Supports actively seeking information and ideas to create a learning environment	<b>All colleagues</b>	<b>4.7</b>	<b>5</b>	 <b>0.3</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.9	5	 <b>0.1</b>
	Direct reports	4.7	5	 <b>0.3</b>



<b>Safety collaboration</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
42. Keeps a balance between asking questions and giving opinions when exploring how to be more safe	<b>All colleagues</b>	<b>4.5</b>	<b>4.9</b>		<b>0.4</b>
	Direct manager	3	4		<b>1</b>
	Peers	4.7	5		<b>0.3</b>
	Direct reports	4.7	5		<b>0.3</b>
<b>Inter-dept team work</b>	<b>Your view</b>	<b>4</b>	<b>5</b>		<b>1</b>
43. Actively builds good working relationships with other teams to help get work done well and safely	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>		<b>0.2</b>
	Direct manager	4	5		<b>1</b>
	Peers	4.9	5		<b>0.1</b>
	Direct reports	4.5	4.8		<b>0.3</b>
<b>Shares resourcing</b>	<b>Your view</b>	<b>4</b>	<b>5</b>		<b>1</b>
44. Encourages sharing resources with other teams to achieve the organisations purpose safely	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>		<b>0.2</b>
	Direct manager	4	5		<b>1</b>
	Peers	4.9	5		<b>0.1</b>
	Direct reports	4.5	4.8		<b>0.3</b>
<b>Updates procedures</b>	<b>Your view</b>	<b>4</b>	<b>5</b>		<b>1</b>
45. Regularly updates procedures so they reflect best practice	<b>All colleagues</b>	<b>4.7</b>	<b>5</b>		<b>0.3</b>
	Direct manager	4	5		<b>1</b>
	Peers	4.9	5		<b>0.1</b>
	Direct reports	4.7	5		<b>0.3</b>
<b>Inclusive decision making</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
46. Ensures patients/customers/consumers/clients are included in decision making	<b>All colleagues</b>	<b>4.8</b>	<b>5</b>		<b>0.2</b>
	Direct manager	5	5		<b>0</b>
	Peers	4.8	5		<b>0.2</b>
	Direct reports	4.5	5		<b>0.5</b>
<b>Builds rapport</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
47. Effectively builds rapport with patients/customers/consumers/clients	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>		<b>0.2</b>
	Direct manager	5	5		<b>0</b>
	Peers	4.8	5		<b>0.2</b>
	Direct reports	4.5	4.8		<b>0.3</b>
<b>Service coordination</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
48. Effectively co-ordinates with other care services to meet patient/customers/consumer/client needs	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>		<b>0.2</b>
	Direct manager	5	5		<b>0</b>
	Peers	4.8	5		<b>0.2</b>
	Direct reports	4.5	4.8		<b>0.3</b>
<b>Builds alliances</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
49. Builds alliances across the health sector	<b>All colleagues</b>	<b>4.8</b>	<b>5</b>		<b>0.2</b>
	Direct manager	4	5		<b>1</b>
	Peers	5	5		<b>0</b>
	Direct reports	4.8	5		<b>0.2</b>
<b>Evaluates P&amp;P effectiveness</b>	<b>Your view</b>	<b>3</b>	<b>5</b>		<b>2</b>
50. Asks questions about processes and procedures to determine their effectiveness	<b>All colleagues</b>	<b>4.7</b>	<b>4.9</b>		<b>0.2</b>
	Direct manager	4	5		<b>1</b>
	Peers	5	5		<b>0</b>
	Direct reports	4.5	4.8		<b>0.3</b>

## 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	4.7
Regularly appraises the work performance of staff	Your view	3.0
	Direct manager	4.0
	Others	4.3
Ensures team members adhere to policies, procedures and protocols	Your view	5.0
	Direct manager	5.0
	Others	4.5
Effectively manages risks to patients receiving care	Your view	4.0
	Direct manager	5.0
	Others	4.6
Ensures high-risk groups are considered in the planning and delivery of care and services	Your view	4.0
	Direct manager	3.0
	Others	4.8
Effectively promotes person-centred care	Your view	4.0
	Direct manager	5.0
	Others	4.9
Collects and acts on patient/customers/consumer/client feedback	Your view	4.0
	Direct manager	4.0
	Others	4.9
Effectively implements infection prevention and control systems	Your view	5.0
	Direct manager	5.0
	Others	4.9
Ensures staff comply with medication safety procedures	Your view	5.0
	Direct manager	5.0
	Others	4.9
Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines	Your view	5.0
	Direct manager	5.0
	Others	4.9
Ensures medication review process is adhered to	Your view	5.0
	Direct manager	5.0
	Others	5.0
Effectively promotes multidisciplinary collaboration and teamwork	Your view	5.0
	Direct manager	4.0
	Others	4.8

# The Standards



Influences clinical handovers to be effective	Your view	5.0
	Direct manager	4.0
	Others	4.8
Ensures staff comply with blood management procedures	Your view	5.0
	Direct manager	5.0
	Others	5.0
Ensures timely communication to relevant persons when critical information emerges	Your view	5.0
	Direct manager	5.0
	Others	4.9
Creates an environment where staff are focused on recognising and responding to acute deterioration	Your view	5.0
	Direct manager	5.0
	Others	4.8
Ensures timely referral to mental health services when patient mental state has acutely deteriorated	Your view	4.0
	Direct manager	5.0
	Others	4.6
Ensures timely referral to relevant services when patient physical state has acutely deteriorated	Your view	4.0
	Direct manager	5.0
	Others	4.8

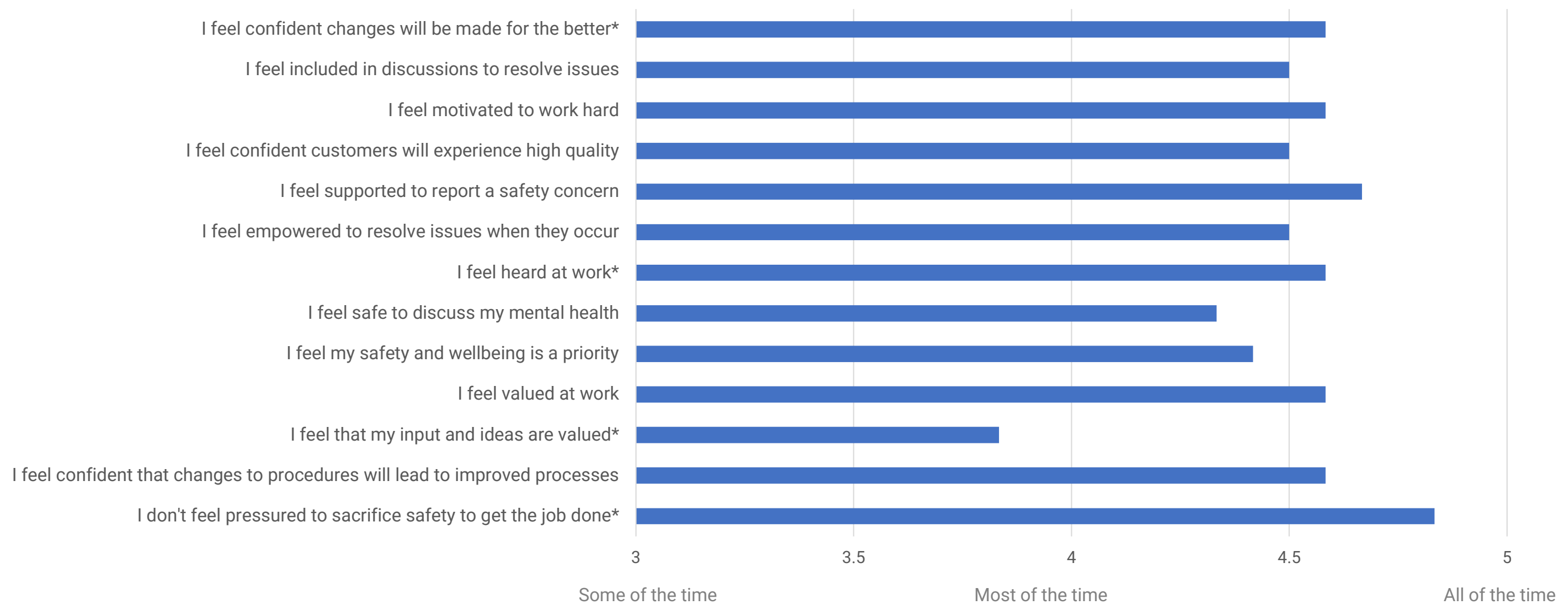
For the relevant Standards questions it is important for leaders to work towards achieving a 5, i.e. 'All of the time.' Therefore, scores more than 0.9 lower than 5 have been highlighted in red as 'large,' development areas, between 0.4 and 0.8 in orange as 'medium' and between 0 and 0.3 in green as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



Understanding the impact our actions have on 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.





## 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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Creating thriving organisations