



# Round and Round: Using 360° Assessments for Improved Leadership

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Leadership is **DEVELOPMENTAL**

It's not just **PERFORMANCE**

Leadership links to **INDIVIDUALS**

It's not what the leader **DOES** but who the leader **IS**

360° feedback **CHALLENGES** you **VERTICALLY**

### Horizontal Development

Traditional leadership development programs

Focus on building skills and adding competencies

Do what we already know but do it better

### Vertical Development

An emerging, evidence-based set of best practices

Focus on growing the mindset agility that leads to strategic thinking

Learn how to lead in a dynamic, complex and uncertain world



**What self-assessments have you taken?**

**Did you agree with the results?**

**What was the value?**

**Would you recommend it to others at your hospital?**

- Defensiveness in self-perception. Maintain positive self-image to preserve self-esteem.
- **ATTRIBUTION ERRORS** – where do you place blame or praise?
- What do we do with the results of our 360? Objectively reflect vs. defensively react?
- 360s are **DEVELOPMENTAL**, not **DISCIPLINE!**
- What dimensions will you focus on in your development? The 360 will tell you – desired change, plan for change, how to do it, **AND IT'S UP TO YOU TO DO IT!**





What do employees

**WANT?**



What positive experiences have you had with feedback?

What causes us to NOT give feedback effectively?

What causes us to NOT give feedback AT ALL?

How can we improve offering and receiving feedback?

**Not for the FAINT-HEARTED!**

# How does **FEEDBACK** help people **EXCEL**?

Look for outcomes.

- “That! Yes, that!”
- Highlight a pattern of behavior that’s already there.
- Focus on what the employee is excellent at.
- “Did you see what you just did?” Not, “Good job.”

## **Highest Priority Interruption**

- When you see an employee doing something great, interrupt!



# 360° Assessment FEEDBACK

## Process

Customize

Select Raters

Generate Your Report

Self-Assessing Your Results





## **Step 1 – CUSTOMIZE** **HLA Competency Framework**

<b>Communication</b>	<b>Adaptability/Change</b>
<b>Decision Making</b>	<b>Analytical Thinking</b>
<b>Building an Engaged Team</b>	<b>Financial Awareness</b>
<b>Conflict</b>	<b>Customer Focus</b>
<b>Developing Self</b>	<b>Driving Results</b>
<b>Integrity and Ethics</b>	<b>Influencing</b>
<b>Motivation</b>	<b>Innovation/Creativity</b>
<b>Planning and Organizing</b>	<b>Strategic Awareness</b>
<b>Relationship Building</b>	<b>Collaboration</b>



# Step 1 – CUSTOMIZE

## BU PowerSkills





# Step 1 – CUSTOMIZE

## ACHE Competencies

Communication and Relationship  
Management

Leadership

Professionalism

Knowledge of the Healthcare Environment

Business Skills and Knowledge



# **Step 1 – CUSTOMIZE**

## **Prioritize Your Competencies, 30 min.**

### **GROUPS**

What should be the main competencies for you to focus on as a leader?

Identify 5 competencies where you need to build leadership self-awareness. Which ones resonate most with you? Are there hard/soft skills you need to improve?

Do these align with your leadership goals?

Justify why your group chose those competencies.



## **Step 2 - SELECT**

**Initiate your 360° Assessment**

Who do you send it to? Why?  
How many people should I send it to? Max. 10 evaluators.





## **Step 2 - SELECT**

**Initiate your 360° Assessment**

**What do I tell them?**

**Be HONEST**

**Be STRAIGHTFORWARD**

**Be BLUNT**

**We have a sample email for you.**

# Step 3 – GENERATE

## The 360° Process

### March 28

You will receive an email from [cpeservices@bellevue.edu](mailto:cpeservices@bellevue.edu) with your login and password.

- Start uploading your EVALUATORS into Qualtrics using the instructions provided. Maximum of 10 evaluators.
- You can also start completing your self-evaluation at this time.

### April 3

EVALUATORS due date deadline

### April 8

A reminder email from [cpeservices@bellevue.edu](mailto:cpeservices@bellevue.edu) will be sent to everyone who has NOT completed their assigned assessment.

### April 11

DEADLINE for ALL assessments.

### April 15

Retrieve your report using the instructions provided.



## **Step 3 – GENERATE**

### **The 360° Process**

You will need to send an email to your raters to let them know that you have selected them to complete your 360° assessment. A separate document with the email is uploaded to the portal.

#### 360 Email







## Step 4 – SELF-ASSESS

### Just the Beginning of Planned Development

What do I do with the results?

- **JUSTIFICATION** for coaching, IDPs, performance reviews, etc.

Similar to receiving feedback:

- Specific goals (SMART)
- Actionable problems to be solved
- Honesty, openness, integrity
- A desire to grow
- Trust and **SHARING!**
- Time to practice
- On the first step of your leadership journey
- Maturity
- **ACCOUNTABILITY!**



## Step 4 – SELF-ASSESS

### HIDDEN Strengths and BLACK Holes

What **HIDDEN STRENGTHS** have been revealed? What strengths do you think you would like to build upon?

- **HIDDEN STRENGTHS** – 360° feedback might challenge some leaders to become aware of their view of themselves and “own” strengths they may not have recognized.

What **BLACK HOLES** might exist? Do you have an inkling? How will you find them and fix them?

- You have to own **BLACK HOLES**, too!
- Be **BRAVE** with your statements!

# Writing Good **STATEMENTS**



- Focus on specific **BEHAVIORS**
- Tangible
- Structured
- Focus on the outcome – **PERFORMANCE**
- Constructive
- Actionable
- Situational – include specific situations or context, not generalities
- **Painful? Don't just focus on what you're good at!**

# Writing Good **STATEMENTS** - example



- How well does Mike communicate?
- How effective does Mike communicate?
- Mike effectively communicates.
- Mike effectively communicates expectations.
- Mike effectively communicates specific performance objectives.
- Mike effectively communicates individual performance objectives to specific staff.

Your next statement could build on this.

# Writing Good **STATEMENTS** - scale



**15 MAX.** (1-2 statements for each competency group) that will help you become more self-aware.

You **MUST** use this scale:

- 5 - Outstanding strength
- 4 - Strength
- 3 - Competent
- 2 - Needs some improvement
- 1 - Needs significant improvement

# Writing Good **STATEMENTS** – more examples.



1. This leader is a good communicator. They consistently communicate performance expectations to employees.
2. This leader is able to identify changes in healthcare that will strategically affect how we do business.
3. This leader effectively motivates employees for improved levels of performance.
4. As a leader, they are able to engage all members of their team to achieve positive outcomes.
5. As a leader, they always focus on the needs of their team. Decisions are made with the best interest of the team in mind.
6. The leader participates in the planning and organization of new initiatives and implementation of changes in their respective department/area.

# Writing Good **STATEMENTS** ~30 min. (probably more)



Write 1-2 statements for your assigned competency.

What do **YOU** want to explore about your leadership?

**HELP EACH OTHER! REVIEW EACH OTHERS' STATEMENTS!**

Use the data, information or materials you brought. Write the statements. Test them out on each other.

As a group, we'll come to a consensus on using these statements.

# NHA 360° STATEMENTS



## Competency 1

1. Statement
2. Statement
3. Statement

## Competency 2

1. Statement
2. Statement
3. Statement

## Competency 3

1. Statement
2. Statement
3. Statement



# NHA 360° STATEMENTS



## Competency 4

1. Statement
2. Statement
3. Statement

## Competency 5

1. Statement
2. Statement
3. Statement

## Competency 6

1. Statement
2. Statement
3. Statement

# What should I expect next?

- Report summary with respondent statistics
- Overall ratings summary
- Gap chart with hidden strengths and black holes
- High and low score rankings
- Areas for improvement
- Overall scores for each statement
- Open-ended responses



We're **DONE!**



Any **QUESTIONS?**

