



- Confidential -

This Report Prepared for:

JANE DOE  
XYZ CORPORATION

Edge 360 for Nurse Managers  
February 2018

The following assessment report has been generated from the responses provided by selected members of this individual's work group, supervisors, peers, subordinates, and internal or external customers. The specific content and findings of this report should be used only to benchmark, determine developmental needs, and track the progress of such development. These results must not be used as the sole basis for selection decisions, or as the basis for any disciplinary action.

# Edge 360 for Nurse Managers Individual Feedback Report

**Participant's Name:** JANE DOE

**Organization:** XYZ Corporation

**Report Date:** February 2018

This **Edge 360 for Nurse Managers Individual Feedback Report** has been prepared specifically for you.

The information contained in this report is based on information about your leadership skills and performance collected on the assessment questionnaire you and others completed recently. These assessment questionnaires were completed by you and others around you - your supervisor, peers, subordinates, customers and others.

You and your other assessors answered questions as to how frequently you performed 81 specific leadership behaviors. You were also asked to rank the relative importance of 8 specific leadership tasks. Finally, an opportunity was offered to give written comments regarding your strengths as a leader, as well as any areas which might benefit from further development of your leadership skills.

## *Feedback is Essential for Development*

The former Mayor of New York City, Ed Koch, used to greet constituents on the streets of his city with the simple question, "How am I doing?" And he listened to their responses, good and bad.

Mayor Koch recognized that getting constant feedback on his performance (especially from those most affected by his performance) was essential to his continued success as a leader.

The value of the information in this report is in the use to which you put these results. What is most important is not what this report says, but what you do with the information it contains.

The data contained in this report will help you measure your current progress as a leader, provide a benchmark for comparison as you continue to develop and implement your leadership skills, and provide ongoing motivation and direction for self-development. Your continuing development as a leader is so important to your organization and to those with whom you work that they have agreed to invest the time necessary to give you this detailed feedback. Your job is to accept, understand, and use the feedback which has been offered to you.

# Soliciting and Accepting Feedback

As leaders rise through the hierarchies of their organizations, they often receive less and less honest information about themselves and their performance. With most positions of leadership comes perceived power and authority. Subordinates and others are sometimes fearful of displeasing those in leadership positions and often may give less than frank and candid feedback on a leader's performance when asked directly, face to face, as Ed Koch asked his constituents on the streets of New York.

A 360° assessment process such as this offers others an opportunity to give you accurate and helpful feedback in a constructive and confidential manner.

## *Strengths & Needs . . . as well as Unseen Strengths & Blind Spots*

This feedback may help to validate your own self-perceptions. It is unlikely that you have reached your position in your organization by behaving in a random way. You already have an understanding of appropriate leadership behavior and probably have a pretty good idea of your own strengths and needs. But honest and reliable feedback is necessary to test your own perceptions, recognize previously unseen strengths, and become aware of blind spots in your own self-perceptions.

## *Self-Perception vs. Reality*

Humans are said to be the only animals capable of self-deception. On occasion, our self perceptions may be creating blind spots in our view of ourselves. We may think of a particular leadership task as one of our towering strengths while others around us may see that, in reality, this task is more of a glaring need. We need feedback from others to make sure that our view of ourselves is completely realistic.

## *Feedback Is an Investment*

When others give you feedback in a 360° assessment process such as this, they become involved in the process of improvement. They have invested time, energy, and thought into your development as a leader and have become actively involved in your growth and continued improvement. They are more likely to continue to support your development when you ask for their feedback, act on their feedback, and follow through with them afterwards.

## *Three more quick points before we turn to the reports . . .*

1. This feedback report is simply information. It is *not* a "report card" or an appraisal of your worth as a leader, or as a person.
2. The feedback contained in this report is inherently *subjective*. In other words, this information is based on the perceptions and opinions of others.
3. In your development as a leader, what matters most is how *you* evaluate this information - what it means to you, not what it means to others around you.

# Interpreting Your Reports

Your Individual Feedback Report is actually a collection of several different types of reports. Each of these sets of reports looks at the information collected in different ways.

## *Task Summary Report*

The Task Summary Report gives a bird's-eye view of your assessment results. In completing your 360° assessment questionnaire, your assessors rated how frequently you performed 81 specific leadership behaviors. These 81 behaviors can be linked together to form a group of 8 discrete leadership tasks, such as Managing Change or Coaching Employees. Each leadership task contains several leadership behaviors. The Task Summary Report shows your overall ratings for each of these 8 leadership tasks. There are two reports, one in alphabetical order by task and the second in order by performance rating with your highest rated leadership task at the top.

## *Gap Analysis Report*

The Gap Analysis Report shows how you rated yourself in the 8 leadership tasks compared to how your supervisor, your direct reports, your peers, customers and others rated you. These reports are important for spotting *unseen strengths* - areas in which you may have rated your performance significantly lower than others did, as well as *blind spots* - those tasks in which you may have rated yourself significantly higher than others did. Highlighting these gaps can be a source of excellent insight and the starting point for discussion with others as to why your ratings might have differed.

## *Importance Rankings Report*

The Importance Rankings Report shows the overall importance rankings given for each of the 8 leadership tasks and how each group of raters (yourself, your supervisor, your subordinates, your peers, your customers and others) ranked the importance of each leadership task. This information can be useful as you attempt to prioritize the areas in which you seek further development. These reports can also highlight tasks in which you and others may hold significantly different opinions as to the relative importance of that particular task and may serve as an excellent discussion starter exploring these differing perceptions.

## *Importance / Performance Grid*

As a follow-up to the Importance Rankings Report, the Importance / Performance Grid sets up a four-quadrant view of your performance ratings compared to the overall importance rankings given by your raters. This report can help prioritize areas for development as well as identify areas of strength you can build on. For example, you may wish to focus your development efforts on those tasks which were rated "high" in importance in which your performance level was "low."

## *Strengths / Needs Report*

The Strengths / Needs Report lists your 20 top-rated and your 20 lowest-rated of the 81 behavioral statements. This report will help you identify those specific behaviors which are recognized by your raters as particular strengths, as well as those behaviors which may need further attention and development work.

### *Item Detail / Frequency Distribution Report*

The Item Detail / Frequency Distribution Report gives the most comprehensive look at your assessment results. For each of the 8 leadership tasks assessed, you will see how each of the rater groups (self, supervisor, subordinates, peers, customers and others) rated you. You will also see each behavior item which contributed to this task score and the detailed ratings report for each item.

# Task Summary Report

# Task Summary Report

The following Task Summary Report gives an overall view of the results of your 360° assessment and are compiled from the responses given by up to five groups of raters: yourself, your supervisor(s), your subordinates, your peers, and your customers.

## 81 Behaviors Rated

Your raters responded to 81 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Takes responsibility for results of patient care."* and *"Adheres to regulatory and policy requirements."* Your raters were asked to rate how frequently you performed a given behavior using the following six-point scale:

## Six-Point Scale

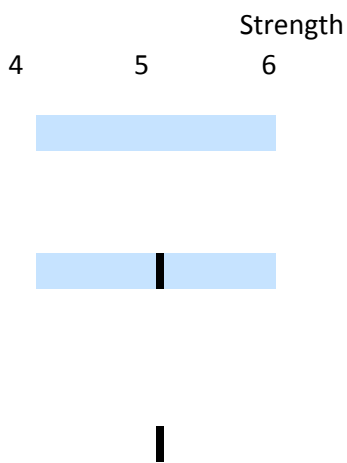
- |                 |                  |
|-----------------|------------------|
| 1. Almost Never | 4. Often         |
| 2. Not Usually  | 5. Usually       |
| 3. Sometimes    | 6. Almost Always |

## 8 Leadership Tasks

These 81 specific leadership behaviors can be grouped within 8 discrete leadership tasks. For instance, the following two items, *"Takes responsibility for results of patient care."* and *"Adheres to regulatory and policy requirements."* are both part of the overall leadership task called *"Clinical Excellence."*

## "Average All" Rating

The ratings you received from all your raters for each item were averaged together to give an "Average All" score for each item. The average item scores for each item pertaining to one leadership task were then averaged together to determine an "Average All" score for each of the 8 tasks. These "Average All" scores for each task were used in producing the following Task Summary Report.



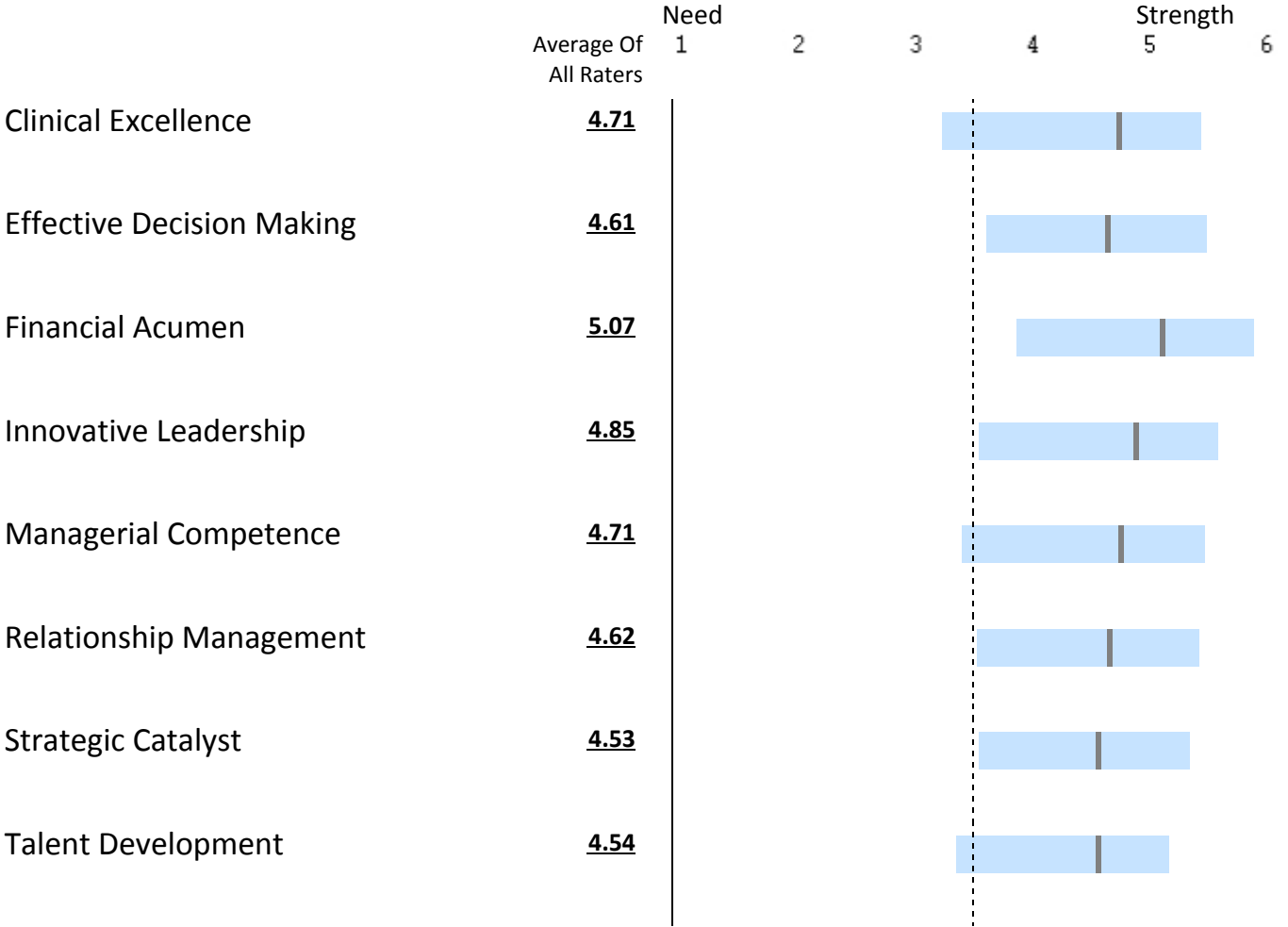
You will notice that most tasks on the report have a **bar** on the chart to the right of the task name. This bar shows the range of item scores you received for that task. The task average score for each rater category is used to prepare this bar.

The "Average All" score for each task is represented on the following charts by a **thick black line** and the score itself is indicated by the number to the left of the graph.

If there is no bar, only a **black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

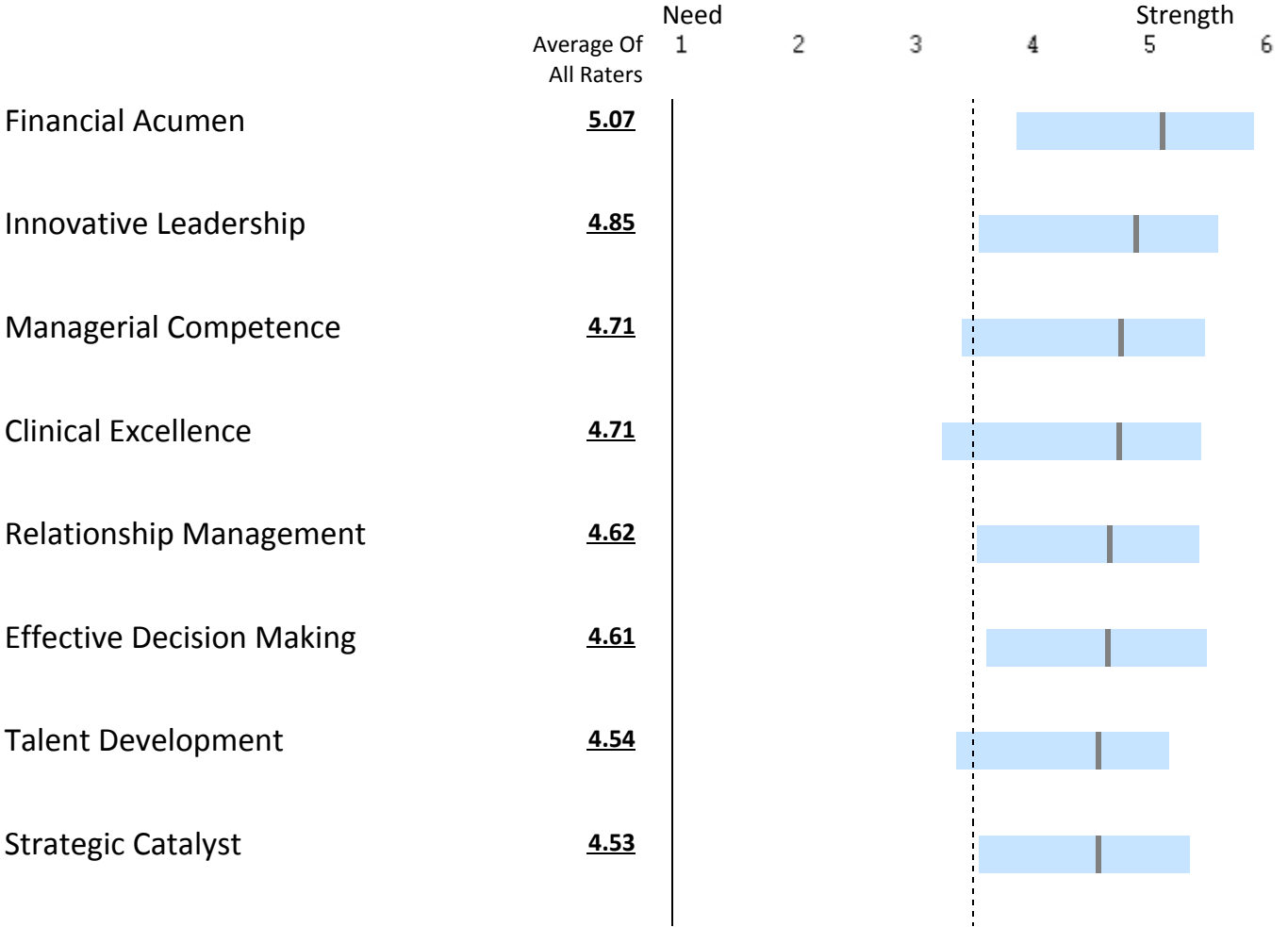
The first Task Summary Report shows the tasks and their scores in alphabetical order by task. The second Task Summary Report shows the tasks sorted by performance, with the highest rated task listed at the top.

# Task Summary Report





# Task Summary Report

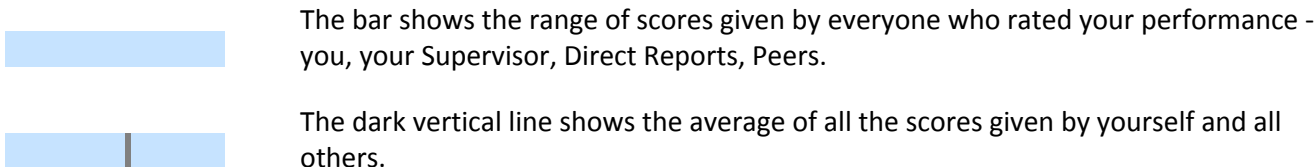


# Gap Analysis Report

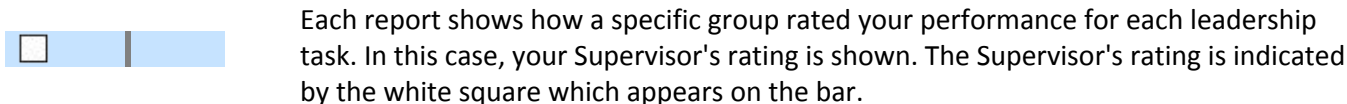
# Gap Analysis Report

The following Gap Analysis Reports are among the most powerful reports in this package. These reports will show you how your own evaluation of your performance compares to that given by your Supervisor, Direct Reports, Peers.

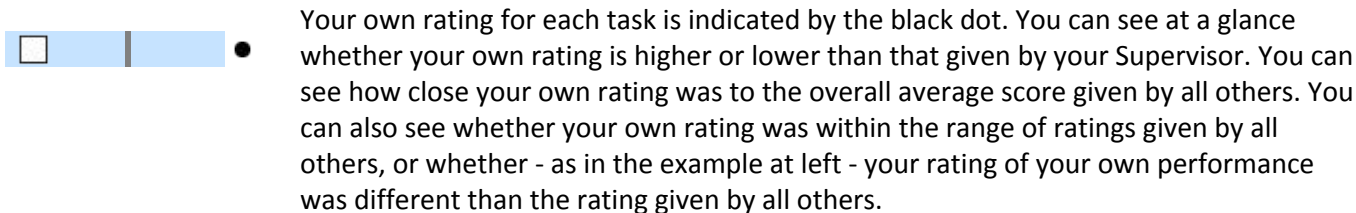
1. The first question this report answers is **"How do others view my performance for each leadership task?"**



2. The next question is **"How do my Supervisor, Direct Reports, Peers view my performance for each leadership task?"**

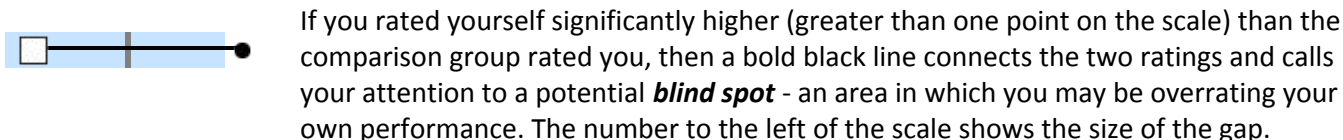


3. The third question is **"How did I rate myself on each leadership task?"**



4. Finally, we can ask, **"Are there any significant gaps between my own ratings of my performance, and the ratings given by my Supervisor, Direct Reports, Peers for these leadership tasks?"**

If a significant gap (greater than one point on the scale) appears between the rating you have given yourself and the rating given by the comparison group - in this case, your supervisor - then your attention is called to that gap by the placement of a line connecting the two ratings.

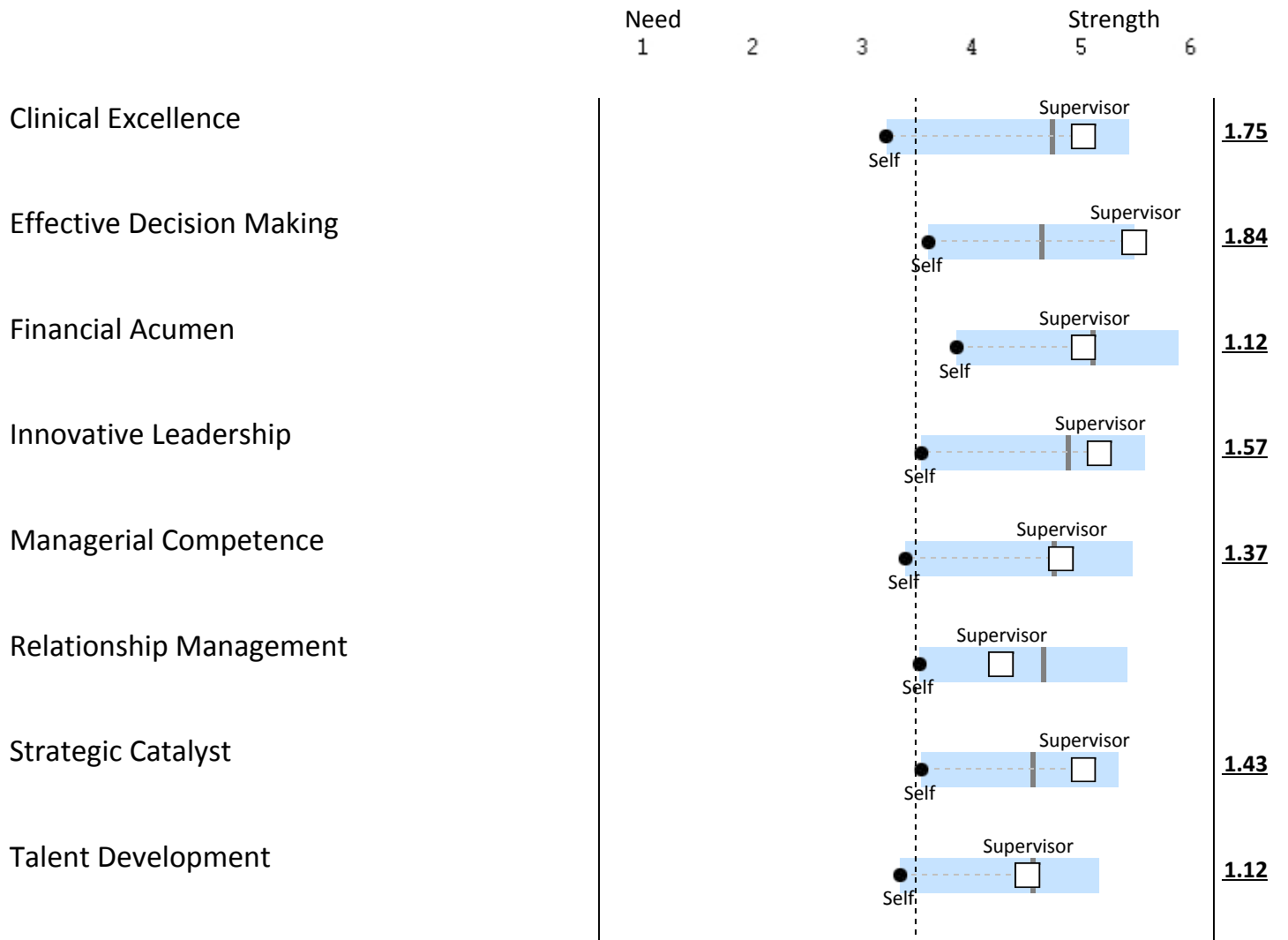


If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **blind spot** - an area in which you may be overrating your own performance. The number to the left of the scale shows the size of the gap.

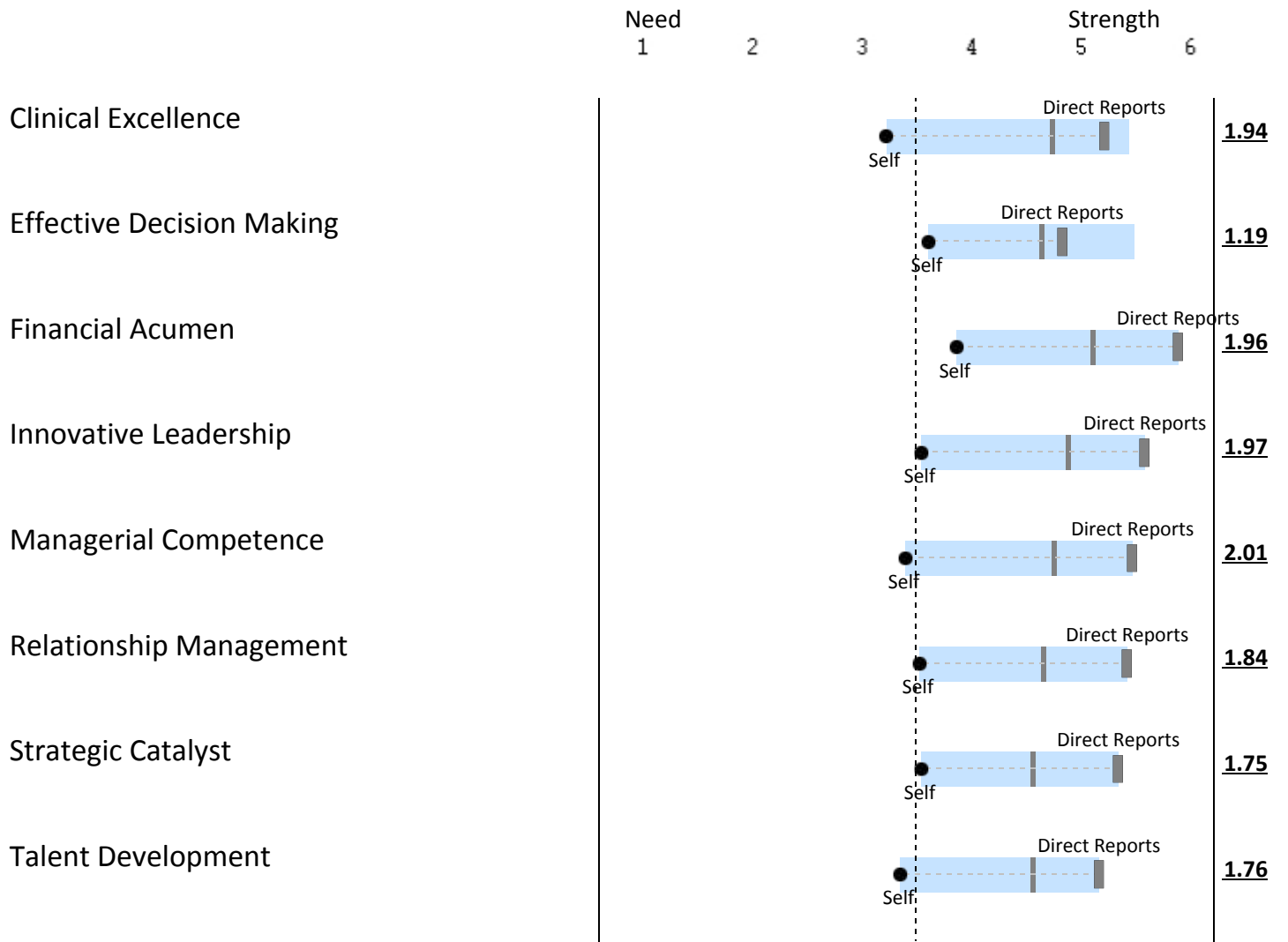
If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential **hidden strength** - an area in which you may be underrating your own performance. The number to the right of the scale shows the size of the gap.



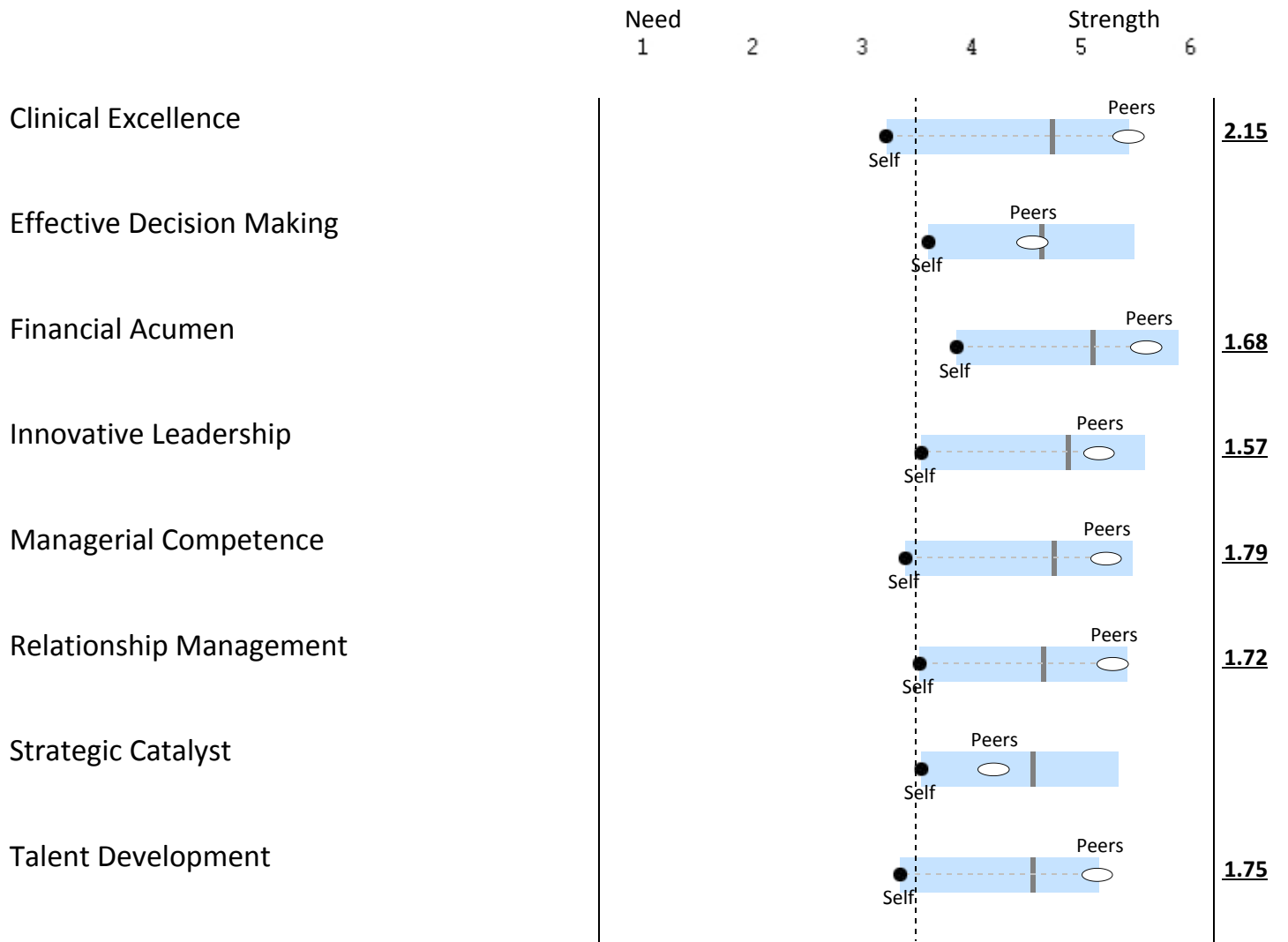
# Gap Analysis Report - Supervisor Comparison



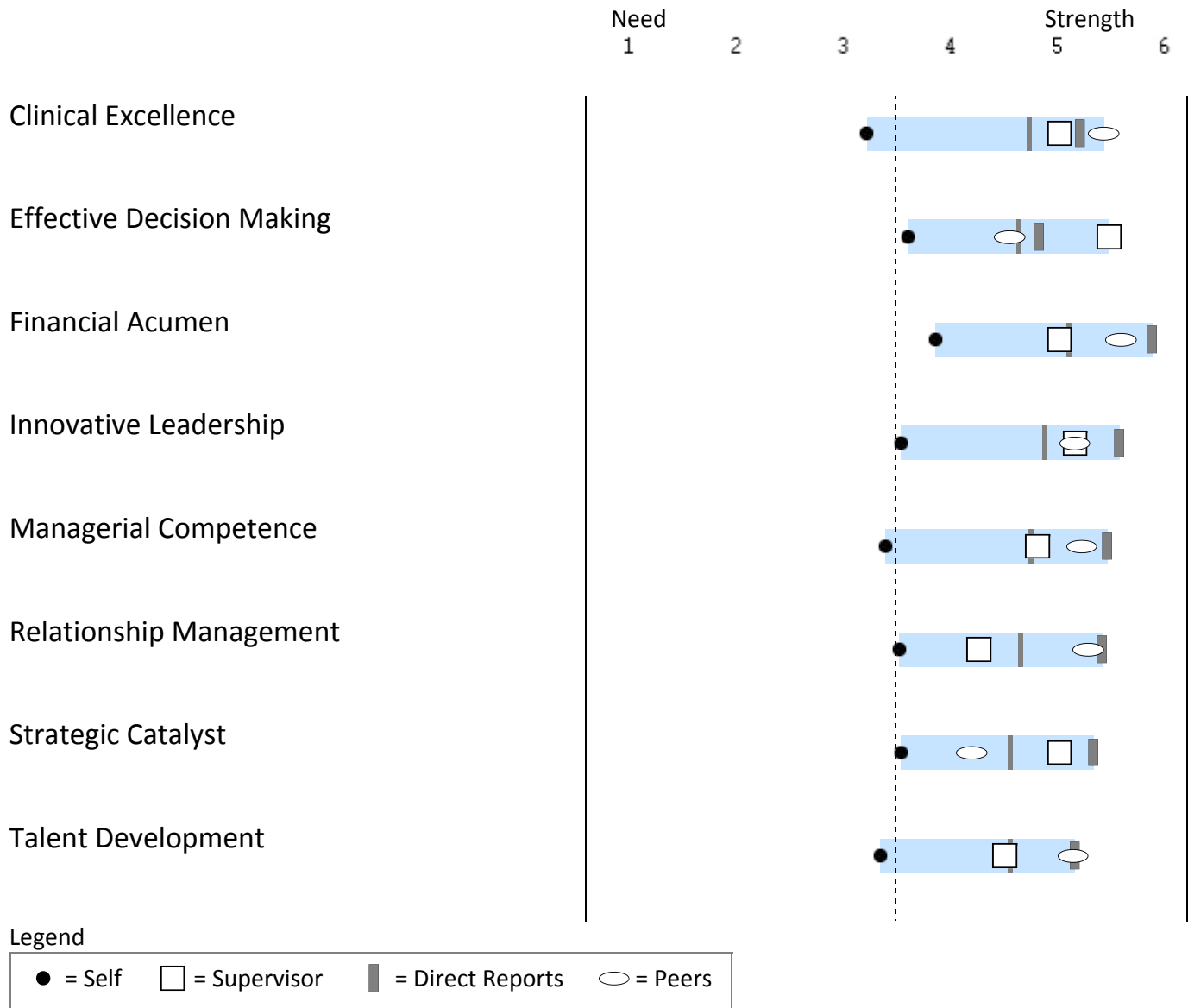
# Gap Analysis Report - Direct Reports Comparison



# Gap Analysis Report - Peers Comparison



# Gap Analysis Report - All Rater Comparison Report



# Importance Rankings Report

## Importance / Performance Grid



# Importance Rankings Report

## 8 Leadership Tasks

You, and the others who rated you, were asked to rate the importance of each of the 8 leadership tasks assessed by the **Edge 360 for Nurse Managers**. You were asked to specify which of these leadership tasks were the most important to your job.

## Importance Ratings

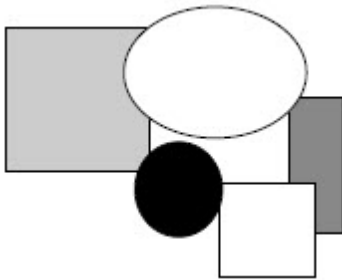
The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

## Average Importance

The average importance rating is listed in the column to the left of the graph marked "**Average All.**"

Critically Important  
Very Important  
Important

The **bar** is a graphic depiction of the average importance rating. Any rating higher than 0.67 falls into the *Critical* column, any average rating falling between 0.34 and 0.67 falls into the *Very Important* column, and any average rating below 0.34 falls into the *Important* column.



The average importance rating given by each rater group in your report (Self, Supervisor, Direct Reports, Peers) for each task is shown on the report by a symbol placed in the appropriate column.

- Self = ●
- Supervisor = □
- Direct Reports = █
- Peers = ○

You can easily see how your rating compares to the importance rating given by your supervisor or others and see where differences of opinion as to the relative importance of a task may exist. These differences, if significant (for instance, when you think a task is merely important, but your supervisor believes it to be critically important), may be a signal that some discussion is needed regarding the priorities you set in your job.

# Importance / Performance Grid

<b>Need</b> High Importance / Low Performance	High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

This report shows the correlation between the importance rankings of the leadership tasks given by your raters, and the rating of your performance in those same tasks. The tasks are listed on the grid in descending order of importance.

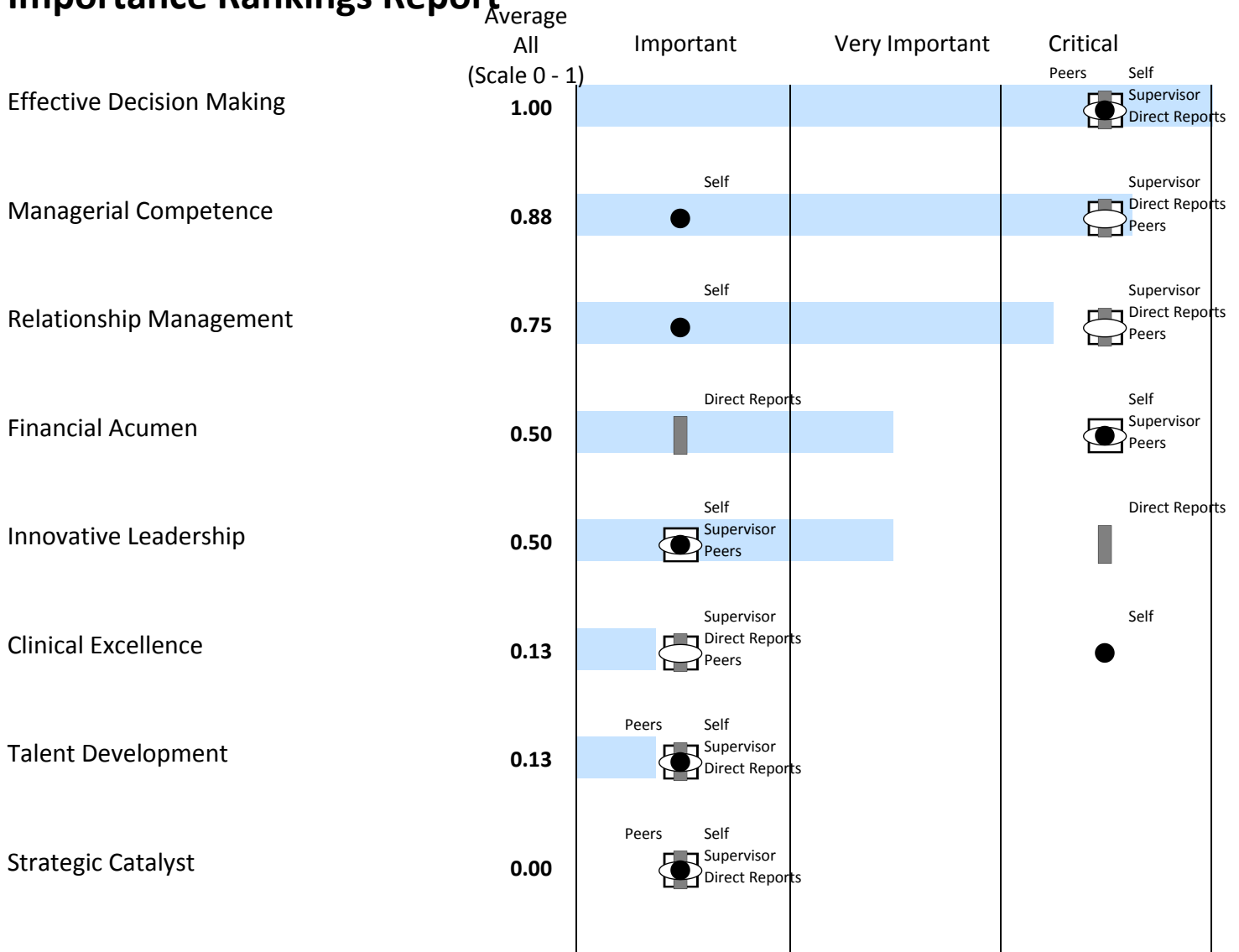
Any tasks rated *high in importance* (0.5 or greater on a scale of 0 to 1) but *low in performance* (less than 5 on a scale of 1 to 6) are shown in the upper left quadrant of the grid. These items can be considered **immediate development needs** and should probably be the focus of additional training and development efforts.

High Importance / Low Performance	<b>Strength</b> High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

Those tasks that are *high in importance* (0.5 or greater on a scale of 0 to 1) and *high in performance* (5 or greater on a scale of 1 to 6) are listed in the upper right quadrant of the grid and can be considered **strengths** and could be tasks in which you might consider mentoring others.

This report can help you prioritize any training and development needs and highlight any strengths.

# Importance Rankings Report



# Importance / Performance Grid

<b>High Importance / Low Performance</b> Importance greater or equal to 0.5 on a scale of 0-1 Performance less than 5 on a scale of (1-6)	<b>High Importance / High Performance</b> Importance greater or equal to 0.5 on a scale of 0-1 Performance greater than or equal to 5 on a scale of (1-6)
Effective Decision Making Managerial Competence Relationship Management Innovative Leadership	Financial Acumen
<b>Low Importance / Low Performance</b> Importance less than 0.5 on a scale of 0-1 Performance less than 5 on a scale of (1-6)	<b>Low Importance / High Performance</b> Importance less than 0.5 on a scale of 0-1 Performance greater than or equal to 5 on a scale of (1-6)
Clinical Excellence Talent Development Strategic Catalyst	

# Strengths / Needs Report

# Strengths / Needs Report

## 20 Highest-Rated Behaviors

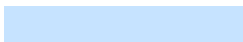
&

## 20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 81 behavioral items assessed.

Each listed strength or need includes the leadership task from which the item is taken, the text of the behavior statement (and item #) as it was printed in the assessment questionnaire, and a graphic depiction of the overall average rating you received for that item.

4                      5                      6  
Strength



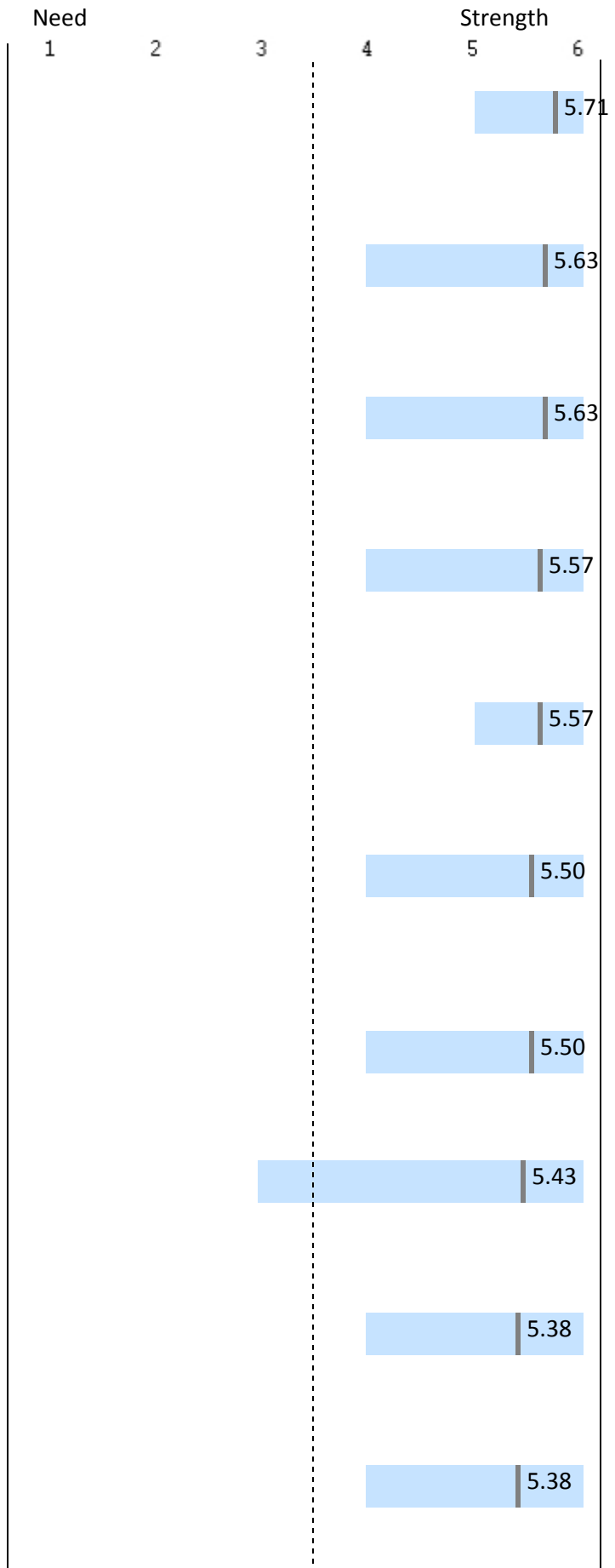
The bar indicates the range of scores given on that item by all the rating groups (Self, Supervisor, Direct Reports, Peers).

The vertical black line indicates the average of all ratings (including your own). The average rating score is printed to the right of the vertical black line.

If there is no bar, then all raters gave you the same rating for that item - there was no variance between the ratings.

# Strengths / Needs Report

- #1 Strength - Item 18 - Financial Acumen  
Makes budgetary adjustments consistent with departmental goals.
  
- #2 Strength - Item 23 - Financial Acumen  
Has a basic understanding of financial aspects and complexities of a health care organization.
  
- #3 Strength - Item 55 - Relationship Management  
Recognizes the importance of teamwork.
  
- #4 Strength - Item 17 - Financial Acumen  
Demonstrates financial responsibility through cost savings and adherence to budgets.
  
- #5 Strength - Item 19 - Financial Acumen  
Keeps track of technological, operational and financial resources needed to accomplish tasks.
  
- #6 Strength - Item 57 - Relationship Management  
Maintains good relationships across various organizational levels.
  
- #7 Strength - Item 69 - Effective Decision Making  
Has a strong understanding of how each deliverable or work product impacts other departments in the organization.
  
- #8 Strength - Item 47 - Innovative Leadership  
Prioritizes and protects against high impact potential problems.
  
- #9 Strength - Item 46 - Innovative Leadership  
Exercises creativity and initiative in solving complex problems.
  
- #10 Strength - Item 53 - Relationship Management  
Makes the commitment to provide customer service which is timely and appropriate.



# Strengths / Needs Report

**#11 Strength - Item 54 - Relationship Management**  
Asks for and evaluates customer feedback to aid in improving processes, operations and customer service.

**#12 Strength - Item 56 - Relationship Management**  
Develops a cooperative and effective team and motivates others to perform at top standards.

**#13 Strength - Item 20 - Financial Acumen**  
Analyzes financial information to identify cost improvement opportunities.

**#14 Strength - Item 29 - Managerial Competence**  
Effectively manages the deployment of equipment and supplies.

**#15 Strength - Item 30 - Managerial Competence**  
Understands basic financial concepts and completes simple variance analysis.

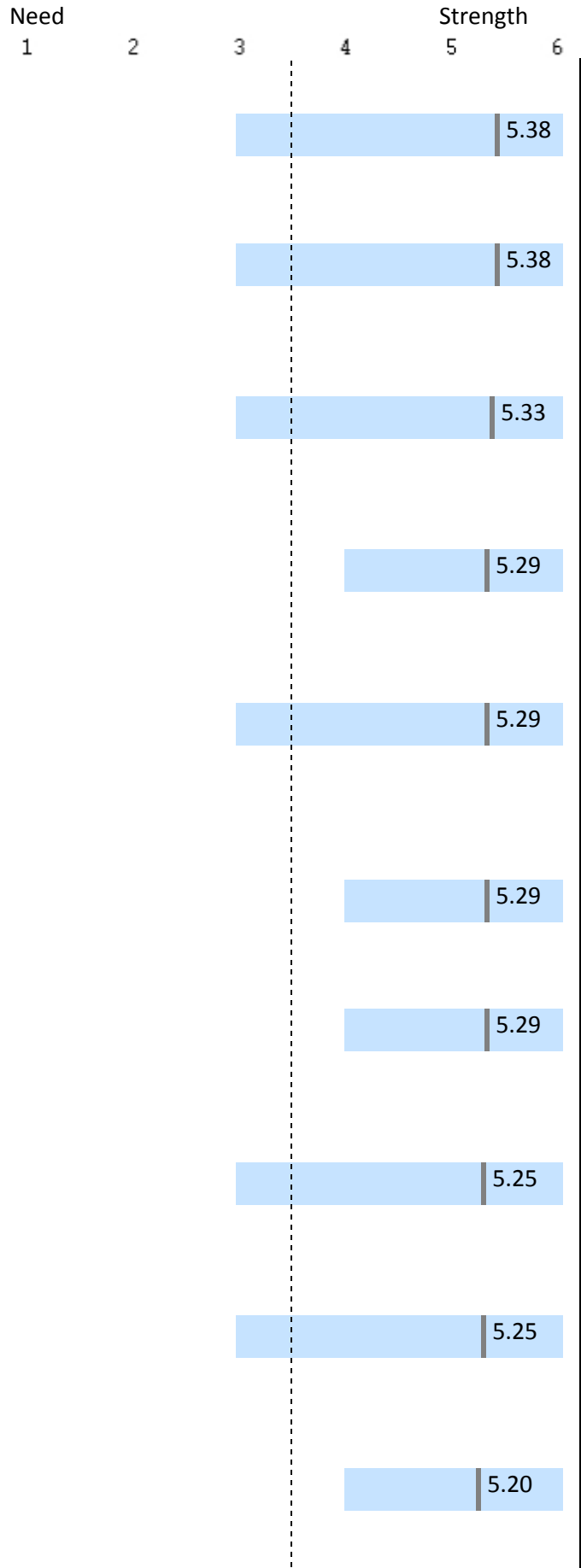
**#16 Strength - Item 40 - Managerial Competence**  
Effectively identifies a job candidate's strengths and weaknesses, as related to the position, during a selection interview.

**#17 Strength - Item 42 - Managerial Competence**  
Prior to an interview, determines requirements and prepares questions around those requirements.

**#18 Strength - Item 22 - Financial Acumen**  
Identifies and organizes resources needed to accomplish tasks.

**#19 Strength - Item 43 - Managerial Competence**  
Uses the appropriate methods, including available technology, to complete tasks.

**#20 Strength - Item 25 - Managerial Competence**  
Understands how clinical trends impact operations and budgetary issues.





# Strengths / Needs Report

**#1 Need - Item 71 - Effective Decision Making**  
Encourages the team to become involved in the decision making process.

**#2 Need - Item 61 - Relationship Management**  
Encourages differing points of view, collaboration and consensus building.

**#3 Need - Item 1 - Clinical Excellence**  
Takes responsibility for results of patient care.

**#4 Need - Item 3 - Clinical Excellence**  
Is actively involved in addressing clinical issues and appropriately follows up on issues that arise.

**#5 Need - Item 8 - Clinical Excellence**  
Is knowledgeable on the uses of equipment and technology on delivering patient care and shares that knowledge with others.

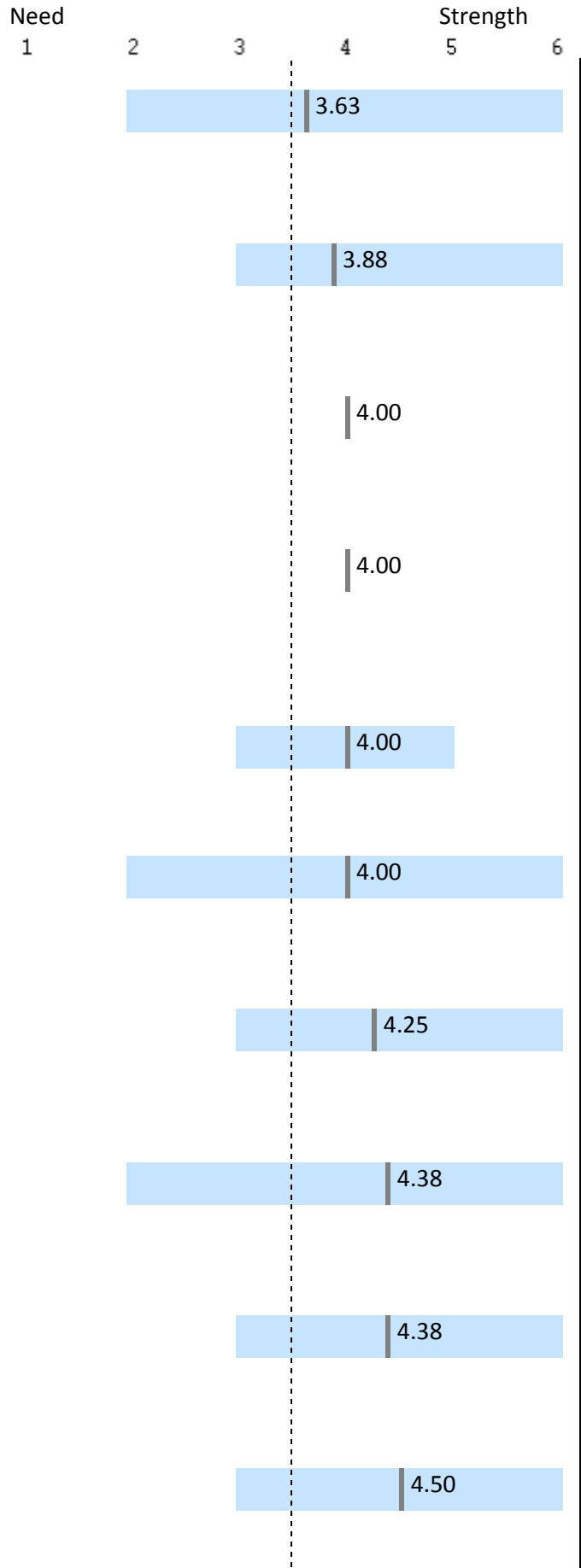
**#6 Need - Item 72 - Effective Decision Making**  
Uses involvement, participation and collaboration to make decisions where appropriate.

**#7 Need - Item 35 - Managerial Competence**  
Recognizes what types of tasks can be delegated to employees and what tasks should not be delegated.

**#8 Need - Item 52 - Relationship Management**  
Resolves conflict by clarifying and discussing issues positively and patiently.

**#9 Need - Item 62 - Strategic Catalyst**  
Creates an environment that encourages creative thinking.

**#10 Need - Item 15 - Talent Development**  
Observes the performance of employees on the job in order to provide accurate feedback.



# Strengths / Needs Report

**#11 Need - Item 80 - Effective Decision Making**  
When making a decision, seeks input of others when appropriate.

**#12 Need - Item 26 - Managerial Competence**  
Deals effectively with disruptions in meetings.

**#13 Need - Item 58 - Relationship Management**  
Directs others by informing, asking and listening rather than dictating.

**#14 Need - Item 39 - Managerial Competence**  
Helps employees set priorities, plan for time management, and avoid procrastination.

**#15 Need - Item 67 - Strategic Catalyst**  
Comes up with fresh perspectives and innovative ideas that create value in the organization.

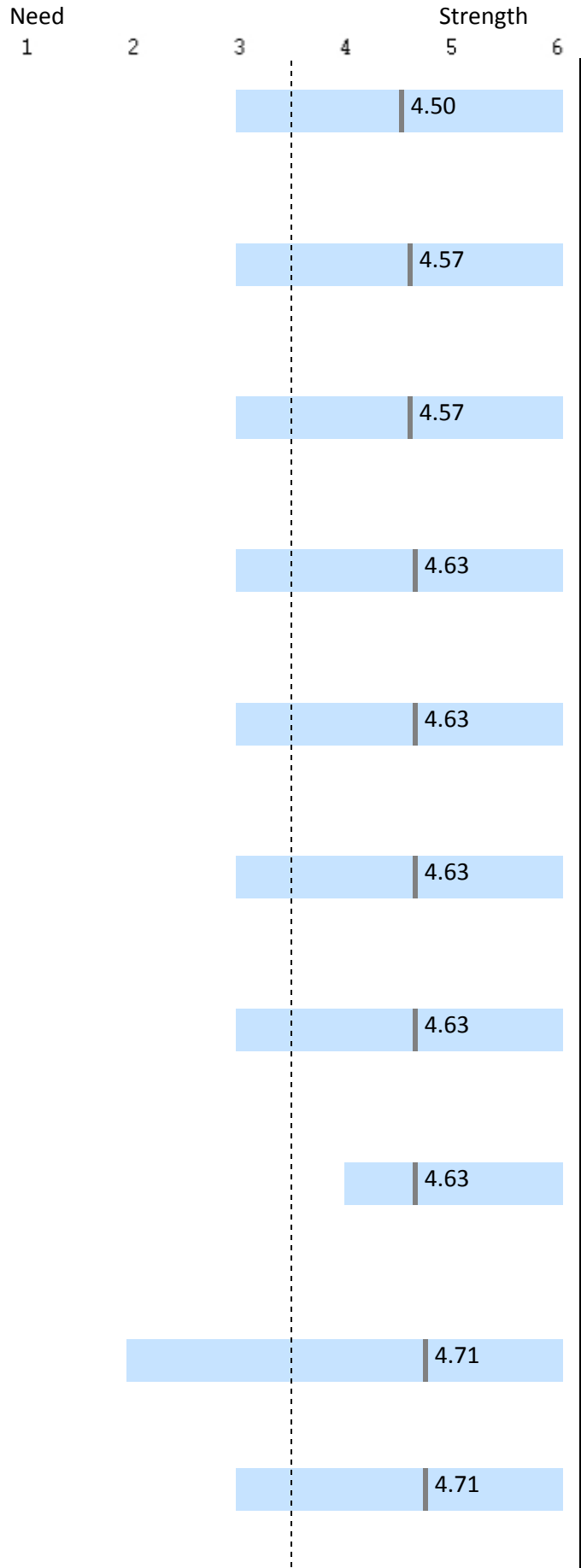
**#16 Need - Item 73 - Effective Decision Making**  
Considers alternatives when making judgments.

**#17 Need - Item 76 - Effective Decision Making**  
When appropriate, solicits others' ideas before making a decision.

**#18 Need - Item 79 - Effective Decision Making**  
Considers reasonable alternative courses of action before making a decision.

**#19 Need - Item 9 - Talent Development**  
Creates an environment that fosters and rewards collaboration, mutual support, and achievement of a common goal.

**#20 Need - Item 49 - Innovative Leadership**  
Identifies a variety of alternative solutions to issues and problems.



# Item Detail / Frequency Distribution Report

# Item Detail / Frequency Distribution Report

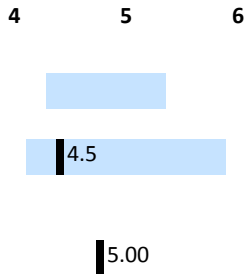
This report offers the most detailed look at the results of your **Edge 360 for Nurse Managers** assessment.

## Avoid "Paralysis by Analysis"

For many participants, this report provides more information than is really necessary to receive a benefit from this type of assessment. Concentrating on all the nitty-gritty details of an assessment such as this can sometimes create a kind of "paralysis by analysis." You can become so consumed by details that you lose sight of the overall picture - failing to see the forest for the trees. Having said that, however, this report can be very useful in pinpointing training needs and other areas for focus. For instance, if you show a training need in a particular task, it can be helpful to examine the individual behavior statements that describe that task and see if improvements in one or two specific behaviors could improve your overall performance of that task.

## Task Ratings From Each Rating Group

### Avg w/o Self Avg w Self



## Item Detail

The Item Detail shows your overall ratings for each of the 8 leadership tasks measured by this assessment as rated by yourself, your supervisor, subordinates, peers, and customers.

In addition to ratings from each rater group, you will see two more ratings: Avg w/o Self and Avg w Self. The Avg w/o Self rating is the average rating from all the raters except for yourself. The Avg w Self rating is the average rating from all the raters including yourself.

The bar shows the range of ratings given by the rating group.

The vertical black line indicates the average rating for that rating group. This average rating score is printed to the right of the vertical black line.

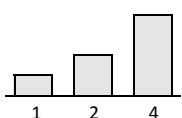
If there is no bar, then all the raters in that group gave you the same rating - there was no variance in their ratings.

## Number of Raters

Self(1)  
Supervisor(1)  
Direct Reports(3)  
Peers(3)  
Avg w/o Self(7)  
Avg w Self(8)

Beside each rating group's label you will see a number in parentheses. This number reflects how many persons in that rating group gave a response for that particular item. For instance, the Self category will usually show "(1)" because you were the only rater counted in this category. If you failed to respond to an item, or chose "Not Sure" for that item on the assessment questionnaire, you will not see a Self label and there will not be a score shown on the graph.

## Frequency Distribution



The bar graph indicates what percentage of your raters gave you a specific rating. The taller the bar graph, the higher the percentage of raters giving that rating. Bar graphs are shown for ratings 1 through 6, as well as "n/a" which means that no rating was given by the rater.

The numbers underneath each bar graph indicate the number of raters giving that particular rating.

# Clinical Excellence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #1 Takes responsibility for results of patient care.	Self (1)					4.0								
	Avg w Self (1)					4.0								7
Item #2 Adheres to regulatory and policy requirements.	Self (1)			3.0										
	Supervisor (1)					5.0								
	Direct Reports (3)					5.3								
	Peers (2)													
	Avg w/o Self (6)					5.5								
	Avg w Self (7)					5.1								
Item #3 Is actively involved in addressing clinical issues and appropriately follows up on issues that arise.	Self (1)					4.0								
	Direct Reports (1)					4.0								
	Avg w/o Self (1)					4.0								
	Avg w Self (2)					4.0								6
Item #4 Challenges self and others to achieve high quality performance.	Self (1)			3.0										
	Supervisor (1)					5.0								
	Direct Reports (3)					5.3								
	Peers (2)					5.0								
	Avg w/o Self (6)					5.2								
	Avg w Self (7)					4.9								
Item #5 Ensures that high quality standards are met.	Self (1)			2.0										
	Supervisor (1)					5.0								
	Direct Reports (3)					5.3								
	Peers (2)					5.5								
	Avg w/o Self (6)					5.3								
	Avg w Self (7)					4.9								
Item #6 Encourages employees' professional development by facilitating their attendance at training programs.	Self (1)			3.0										
	Supervisor (1)					5.0								
	Direct Reports (3)					5.7								
	Avg w/o Self (4)					5.5								
	Avg w Self (5)					5.0								

# Clinical Excellence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #7</b> Aids in implementing clinical training and orientation programs.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Direct Reports (2)					5.5								
	Peers (2)					5.5								
	Avg w/o Self (5)					5.4								
	Avg w Self (6)					5.2								
								0	0	0	1	3	2	2
<b>Item #8</b> Is knowledgeable on the uses of equipment and technology on delivering patient care and shares that knowledge with others.	Self (1)				3.0									
	Peers (1)					5.0								
	Avg w/o Self (1)					5.0								
	Avg w Self (2)					4.0								
								0	0	1	0	1	0	6

# Effective Decision Making

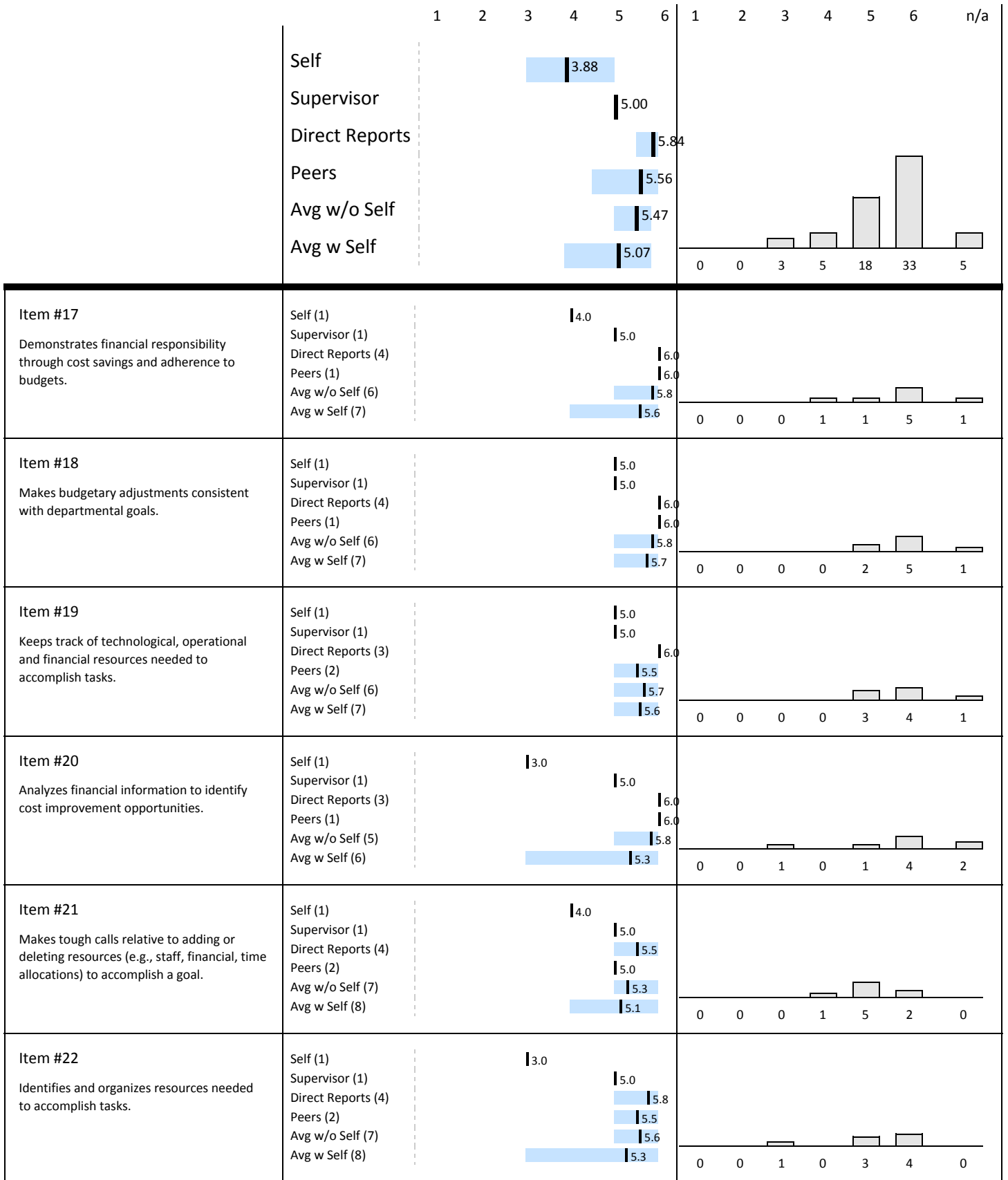
		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self						3.62							
	Supervisor						5.46							
	Direct Reports						4.81							
	Peers						4.54							
	Avg w/o Self						4.94							
	Avg w Self						4.61							
								0	3	12	27	36	26	0
<b>Item #69</b>	Self (1)						4.0							
Has a strong understanding of how each deliverable or work product impacts other departments in the organization.	Supervisor (1)						5.0							
	Direct Reports (4)						6.0							
	Peers (2)						5.5							
	Avg w/o Self (7)						5.7							
	Avg w Self (8)						5.5							
									0	0	0	1	2	5
<b>Item #70</b>	Self (1)						4.0							
Earns the respect and trust of their team through sound decision making and openness to other ideas.	Supervisor (1)						5.0							
	Direct Reports (4)						4.8							
	Peers (2)						5.0							
	Avg w/o Self (7)						4.9							
	Avg w Self (8)						4.8							
									0	0	0	3	4	1
<b>Item #71</b>	Self (1)						3.0							
Encourages the team to become involved in the decision making process.	Supervisor (1)						2.0							
	Direct Reports (4)						4.0							
	Peers (2)						4.0							
	Avg w/o Self (7)						3.7							
	Avg w Self (8)						3.6							
									0	2	3	0	2	1
<b>Item #72</b>	Self (1)						4.0							
Uses involvement, participation and collaboration to make decisions where appropriate.	Supervisor (1)						6.0							
	Direct Reports (4)						3.8							
	Peers (2)						3.5							
	Avg w/o Self (7)						4.0							
	Avg w Self (8)						4.0							
									0	1	2	2	2	1
<b>Item #73</b>	Self (1)						3.0							
Considers alternatives when making judgments.	Supervisor (1)						6.0							
	Direct Reports (4)						5.0							
	Peers (2)						4.0							
	Avg w/o Self (7)						4.9							
	Avg w Self (8)						4.6							
									0	0	1	3	2	2
<b>Item #74</b>	Self (1)						4.0							
Keeps the end objective in mind when making a decision.	Supervisor (1)						6.0							
	Direct Reports (4)						5.0							
	Peers (2)						5.0							
	Avg w/o Self (7)						5.1							
	Avg w Self (8)						5.0							
									0	0	0	2	4	2

# Effective Decision Making

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #75</b> Recognizes and analyzes any underlying risks of a decision.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0		6.0				2	4	2	0
<b>Item #76</b> When appropriate, solicits others' ideas before making a decision.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	4.5		6.0			2	1	3	2	0
<b>Item #77</b> Brainstorms and develops alternative courses of action that are based on logical assumptions and factual information.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0		6.0				3	3	2	0
<b>Item #78</b> Leads the team towards effective decision making.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	5.0		6.0			2	1	2	3	0
<b>Item #79</b> Considers reasonable alternative courses of action before making a decision.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0	4.8		6.0			4	3	1	0
<b>Item #80</b> When making a decision, seeks input of others when appropriate.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	4.5		6.0			2	2	2	2	0
<b>Item #81</b> Thinks about consequences of his/her actions and how they affect overall strategies.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0	5.0		6.0			3	3	2	0



# Financial Acumen



# Financial Acumen

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #23</b> Has a basic understanding of financial aspects and complexities of a health care organization.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Direct Reports (4)						6.0							
	Peers (2)						6.0							
	Avg w/o Self (7)						5.9							
	Avg w Self (8)						5.6							
								0	0	0	1	1	6	0
<b>Item #24</b> Maximizes productivity through effective prioritization and allocation of resources based on these priorities.	Self (1)				3.0									
	Supervisor (1)					5.0								
	Direct Reports (4)					5.5								
	Peers (2)					4.5								
	Avg w/o Self (7)					5.1								
	Avg w Self (8)					4.9								
								0	0	1	2	2	3	0

# Innovative Leadership

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					3.57								
	Supervisor					5.14								
	Direct Reports					5.54								
	Peers					5.14								
	Avg w/o Self					5.27								
	Avg w Self					4.85								
								0	0	5	10	11	27	3
<b>Item #44</b>	Self (1)					4.0								
Describes the vision in a way that motivates others to align their efforts with the long-term goals of the organization.	Supervisor (1)					5.0								
	Direct Reports (4)					5.5								
	Peers (1)					5.0								
	Avg w/o Self (6)					5.3								
	Avg w Self (7)					5.1								
									0	0	0	2	2	3
<b>Item #45</b>	Self (1)					3.0								
Adheres to moral and ethical principles; promotes a positive, ethical image of the organization.	Supervisor (1)					4.0								
	Direct Reports (4)					5.5								
	Peers (2)					6.0								
	Avg w/o Self (7)					5.4								
	Avg w Self (8)					5.1								
									0	0	1	2	0	5
<b>Item #46</b>	Self (1)					4.0								
Exercises creativity and initiative in solving complex problems.	Supervisor (1)					6.0								
	Direct Reports (4)					5.5								
	Peers (2)					5.5								
	Avg w/o Self (7)					5.6								
	Avg w Self (8)					5.4								
									0	0	0	1	3	4
<b>Item #47</b>	Self (1)					3.0								
Prioritizes and protects against high impact potential problems.	Supervisor (1)					6.0								
	Direct Reports (3)					6.0								
	Peers (2)					5.5								
	Avg w/o Self (6)					5.8								
	Avg w Self (7)					5.4								
									0	0	1	0	1	5
<b>Item #48</b>	Self (1)					4.0								
Develops ways to eliminate re-occurring problems.	Supervisor (1)					6.0								
	Direct Reports (4)					5.5								
	Peers (2)					4.0								
	Avg w/o Self (7)					5.1								
	Avg w Self (8)					5.0								
									0	0	1	2	1	4
<b>Item #49</b>	Self (1)					4.0								
Identifies a variety of alternative solutions to issues and problems.	Supervisor (1)					3.0								
	Direct Reports (4)					5.3								
	Peers (1)					5.0								
	Avg w/o Self (6)					4.8								
	Avg w Self (7)					4.7								
									0	0	1	2	2	2

# Innovative Leadership

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #50</b> Demonstrates a commitment to achieving goals and focusing on results.	Self (1)						3.0							
	Supervisor (1)						6.0							
	Direct Reports (4)						5.5							
	Peers (2)						5.0							
	Avg w/o Self (7)						5.4							
	Avg w Self (8)						5.1							
								0	0	1	1	2	4	0

# Managerial Competence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					3.42								
	Supervisor					4.79								
	Direct Reports					5.43								
	Peers					5.21								
	Avg w/o Self					5.14								
	Avg w Self					4.71								
								0	0	19	22	37	59	15
<b>Item #25</b>	Self (1)					4.0								
Understands how clinical trends impact operations and budgetary issues.	Supervisor (1)					5.0								
	Direct Reports (3)					5.7								
	Avg w/o Self (4)					5.5								
	Avg w Self (5)					5.2								
									0	0	0	1	2	2
<b>Item #26</b>	Self (1)					3.0								
Deals effectively with disruptions in meetings.	Supervisor (1)					3.0								
	Direct Reports (4)					5.0								
	Peers (1)					6.0								
	Avg w/o Self (6)					4.8								
	Avg w Self (7)					4.6								
								0	0	2	1	2	2	1
<b>Item #27</b>	Self (1)					4.0								
Focuses meeting discussions on one specific topic at a time.	Supervisor (1)					5.0								
	Direct Reports (4)					5.0								
	Peers (1)					5.0								
	Avg w/o Self (6)					5.0								
	Avg w Self (7)					4.9								
								0	0	0	2	4	1	1
<b>Item #28</b>	Self (1)					3.0								
Organizes own time effectively.	Supervisor (1)					5.0								
	Direct Reports (4)					5.5								
	Peers (2)					5.0								
	Avg w/o Self (7)					5.3								
	Avg w Self (8)					5.0								
								0	0	1	2	1	4	0
<b>Item #29</b>	Self (1)					4.0								
Effectively manages the deployment of equipment and supplies.	Supervisor (1)					5.0								
	Direct Reports (4)					5.8								
	Peers (1)					5.0								
	Avg w/o Self (6)					5.5								
	Avg w Self (7)					5.3								
								0	0	0	1	3	3	1
<b>Item #30</b>	Self (1)					3.0								
Understands basic financial concepts and completes simple variance analysis.	Supervisor (1)					5.0								
	Direct Reports (3)					6.0								
	Peers (2)					5.5								
	Avg w/o Self (6)					5.7								
	Avg w Self (7)					5.3								
								0	0	1	0	2	4	1

# Managerial Competence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a	
<b>Item #31</b> Effectively uses visual aids, support materials, and handouts when making presentations.	Self (1) Supervisor (1) Direct Reports (4)  Avg w/o Self (5) Avg w Self (6)				4.0	5.0	5.0								
<b>Item #32</b> Presents ideas in a clear, convincing, and logical manner.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			3.0	4.0	5.5	6.0			1	2		4	1	
<b>Item #33</b> Responds to the needs of an audience when speaking by adapting communication to suit them.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)				4.0	5.0	5.3	6.0		1	1	1	4	1	
<b>Item #34</b> Makes effective presentations to groups that have immediate impact.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			3.0	5.0	5.5	6.0			1	1	1	4	1	
<b>Item #35</b> Recognizes what types of tasks can be delegated to employees and what tasks should not be delegated.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	4.0	5.3	6.0			4	1		3	0	
<b>Item #36</b> Provides employee appropriate resources, authority, and support necessary to complete a delegated task.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	5.0	5.5	6.0			1	2	2	3	0	
<b>Item #37</b> Assigns tasks based on individual strengths.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	5.0	5.3	6.0			2	0	3	3	0	
<b>Item #38</b> Manages time effectively.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0	5.0	5.5	6.0				2	3	3	0

# Managerial Competence

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #39</b> Helps employees set priorities, plan for time management, and avoid procrastination.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0		5.0				2	1	3	2	0
<b>Item #40</b> Effectively identifies a job candidate's strengths and weaknesses, as related to the position, during a selection interview.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			4.0		5.0				0	2	1	4	1
<b>Item #41</b> Asks open-ended questions relevant to the position of a job interview candidate to obtain information about their experiences, education, and skills.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			3.0		5.0				1	0	3	3	1
<b>Item #42</b> Prior to an interview, determines requirements and prepares questions around those requirements.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			4.0		5.0				0	1	3	3	1
<b>Item #43</b> Uses the appropriate methods, including available technology, to complete tasks.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0		5.0				1	1	1	5	0

# Relationship Management

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self													
	Supervisor													
	Direct Reports													
	Peers													
	Avg w/o Self													
	Avg w Self													
								0	1	8	20	21	37	1
<b>Item #51</b> Involves conflicting parties in a problem-solving approach to manage conflict, rather than forcing or imposing a resolution.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	0	0	2	3	3	0
<b>Item #52</b> Resolves conflict by clarifying and discussing issues positively and patiently.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	1	0	4	1	2	0
<b>Item #53</b> Makes the commitment to provide customer service which is timely and appropriate.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	0	0	1	3	4	0
<b>Item #54</b> Asks for and evaluates customer feedback to aid in improving processes, operations and customer service.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	0	1	0	2	5	0
<b>Item #55</b> Recognizes the importance of teamwork.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	0	0	1	1	6	0
<b>Item #56</b> Develops a cooperative and effective team and motivates others to perform at top standards.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)													
								0	0	1	0	2	5	0



# Relationship Management

		1	2	3	4	5	6	1	2	3	4	5	6	n/a	
<b>Item #57</b> Maintains good relationships across various organizational levels.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0	5.0	5.8	6.0				1	2	5	0
<b>Item #58</b> Directs others by informing, asking and listening rather than dictating.	Self (1) Supervisor (1) Direct Reports (4) Peers (1) Avg w/o Self (6) Avg w Self (7)			3.0	4.0	4.8	6.0			1	3	1	2	1	
<b>Item #59</b> Recognizes and responds to the needs of others.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)				4.0	4.0	5.3					4	2	2	0
<b>Item #60</b> Seeks and graciously accepts feedback from others, and actively acts on those suggestions in order to better personal skills and the organization.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	5.0	4.8	5.5			1	2	3	2	0	
<b>Item #61</b> Encourages differing points of view, collaboration and consensus building.	Self (1) Supervisor (1) Direct Reports (4) Peers (2) Avg w/o Self (7) Avg w Self (8)			3.0	3.0	4.5	3.5			4	2	1	1	0	

# Strategic Catalyst

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
	Self					3.57								
	Supervisor						5.00							
	Direct Reports						5.32							
	Peers					4.21								
	Avg w/o Self					4.84								
	Avg w Self					4.53								
								0	0	5	14	23	13	1
<b>Item #62</b> Creates an environment that encourages creative thinking.	Self (1)					3.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						4.8							
	Peers (2)						4.0							
	Avg w/o Self (7)						4.6							
	Avg w Self (8)						4.4							
								0	0	1	4	2	1	0
<b>Item #63</b> Monitors customer service to identify gaps and unmet needs.	Self (1)					4.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						5.5							
	Peers (1)					4.0								
	Avg w/o Self (6)						5.2							
	Avg w Self (7)						5.0							
								0	0	0	2	3	2	1
<b>Item #64</b> Knows how to communicate customer service issues effectively.	Self (1)					3.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						5.5							
	Peers (2)						5.0							
	Avg w/o Self (7)						5.3							
	Avg w Self (8)						5.0							
								0	0	1	0	5	2	0
<b>Item #65</b> Able to lead others in the implementation of changes.	Self (1)					4.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						5.5							
	Peers (2)					4.0								
	Avg w/o Self (7)						5.0							
	Avg w Self (8)						4.9							
								0	0	1	1	4	2	0
<b>Item #66</b> Recommends changes to practices based on need for change to meet organizational objectives.	Self (1)					3.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						5.5							
	Peers (2)					4.5								
	Avg w/o Self (7)						5.1							
	Avg w Self (8)						4.9							
								0	0	1	1	4	2	0
<b>Item #67</b> Comes up with fresh perspectives and innovative ideas that create value in the organization.	Self (1)					4.0								
	Supervisor (1)						5.0							
	Direct Reports (4)						5.3							
	Peers (2)					3.5								
	Avg w/o Self (7)						4.7							
	Avg w Self (8)						4.6							
								0	0	1	3	2	2	0

# Strategic Catalyst

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #68</b> Works with peers and other staff in an effective manner to accomplish goals.	Self (1)					4.0								
	Supervisor (1)					5.0								
	Direct Reports (4)					5.3								
	Peers (2)					4.5								
	Avg w/o Self (7)					5.0								
	Avg w Self (8)					4.9								
								0	0	0	3	3	2	0

# Talent Development

		1	2	3	4	5	6	1	2	3	4	5	6	n/a	
	Self					3.38									
	Supervisor					4.50									
	Direct Reports					5.14									
	Peers					5.13									
	Avg w/o Self					4.92									
	Avg w Self					4.54									
								0	1	4	19	19	19	2	
<b>Item #9</b>	Self (1)					2.0									
Creates an environment that fosters and rewards collaboration, mutual support, and achievement of a common goal.	Supervisor (1)					5.0									
	Direct Reports (3)					5.0									
	Peers (2)					5.5									
	Avg w/o Self (6)					5.2									
	Avg w Self (7)					4.7									
									0	1	0	1	3	2	1
<b>Item #10</b>	Self (1)					4.0									
Demonstrates the importance of professional development, rewards excellence and encourages professional development.	Supervisor (1)					5.0									
	Direct Reports (3)					5.3									
	Peers (2)					5.5									
	Avg w/o Self (6)					5.3									
	Avg w Self (7)					5.1									
									0	0	0	2	2	3	1
<b>Item #11</b>	Self (1)					3.0									
Establishes clear performance expectations and monitors ongoing performance.	Supervisor (1)					5.0									
	Direct Reports (4)					5.3									
	Peers (2)					5.0									
	Avg w/o Self (7)					5.1									
	Avg w Self (8)					4.9									
									0	0	1	2	2	3	0
<b>Item #12</b>	Self (1)					4.0									
Coaches and communicates confidence in others, while holding them accountable for task accomplishments.	Supervisor (1)					5.0									
	Direct Reports (4)					5.0									
	Peers (2)					5.0									
	Avg w/o Self (7)					5.0									
	Avg w Self (8)					4.9									
									0	0	0	3	3	2	0
<b>Item #13</b>	Self (1)					3.0									
Gives employees both positive and developmental feedback.	Supervisor (1)					4.0									
	Direct Reports (4)					5.3									
	Peers (2)					5.5									
	Avg w/o Self (7)					5.1									
	Avg w Self (8)					4.9									
									0	0	1	2	2	3	0
<b>Item #14</b>	Self (1)					4.0									
Gives specific, sincere, believable feedback.	Supervisor (1)					4.0									
	Direct Reports (4)					5.3									
	Peers (2)					4.5									
	Avg w/o Self (7)					4.9									
	Avg w Self (8)					4.8									
									0	0	0	4	2	2	0

# Talent Development

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
<b>Item #15</b> Observes the performance of employees on the job in order to provide accurate feedback.	Self (1)					3.0								
	Supervisor (1)					4.0								
	Direct Reports (4)					5.0								
	Peers (2)					4.5								
	Avg w/o Self (7)					4.7								
	Avg w Self (8)					4.5								
								0	0	2	2	2	2	0
<b>Item #16</b> Gives developmental feedback in a non-threatening manner.	Self (1)					4.0								
	Supervisor (1)					4.0								
	Direct Reports (4)					5.0								
	Peers (2)					5.5								
	Avg w/o Self (7)					5.0								
	Avg w Self (8)					4.9								
								0	0	0	3	3	2	0

# Written Comments



## Written Comments

These written comments have been provided by your assessors to provide further feedback, observations, and suggestions for your continued development. These comments are presented as they have been received, without editing or alterations made.

# Written Comments

*Things the person does that should be continued:*

- \* incredible ability to multitask efficiently and effectively \* leads her team with firm hand while able to maintain friendships with those reporting to her
- Continue to be responsive to the needs of our employees.

*What could this person do to be more effective?*

- delegate!!

*What does this person do that should be stopped?*

- Working all hours of the day and weekend to stay on top of her workload!



# Action Plan

## Action Plan

Use the following pages to create your own personalized action plan for further development. This action plan should include steps to build on the strengths you have identified, and to further develop areas of need.

1. Select no more than three strengths and three needs to start with and list those on the following pages.
2. State your objective (*what do you want to do?*) regarding this particular strength or need.
3. Plan appropriate actions, learning experiences, and exercises to further develop this area.
4. Identify other people and resources that you can turn to for assistance in developing this area.
5. Finally, set specific target dates or milestones for completion of these development activities.

You might want to turn to your supervisor, peers, or others to help develop your action plan. Discuss this plan with others, get additional ideas and feedback, involve others in helping you achieve your objectives.

As you reach your objectives and complete these plans, turn to a new strength or need and continue to develop your skills and abilities as an effective leader.

## Strengths On Which To Build

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Strength:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

**Notes:**

## Needs To Address

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

Need:	Objective:	
Actions:	Resources / People:	Milestone / Target Dates:

**Notes:**