180° Feedback Results for

Sample Nurse Leader

March 24, 2018

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This report contains a summary of your 180-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes.

Rating Key

1 -Novice | 2 -Advanced Beginner | 3 -Competent | 4 - Proficient | 5 - Expert

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1 UNDERSTANDING THE DATA

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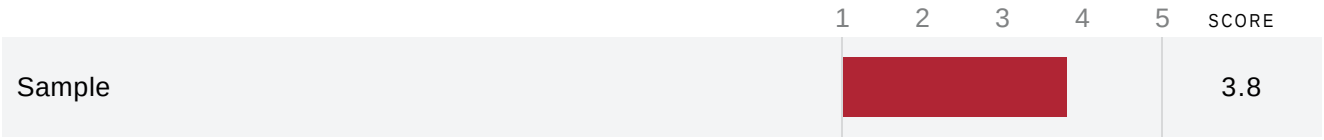
This report presents your results as average (raw) scores. It is important that you take a moment to understand what these scores mean and how the results should be interpreted.



AVG is simply the average of the ratings that you received. The lowest possible score is a 1 (1 -Novice), and the highest possible score is a 5 (5 - Expert). In the sample above, the bar chart represents the average score from all rater groups.

Keep in mind that typical scores on most items fall between 3.6 and 4.2. Scores above this range should generally be considered "high" and scores below this range should generally be considered "low". Scores at or below 3.0 are almost always "low" or "very low" scores, regardless of what the rating scale might suggest.

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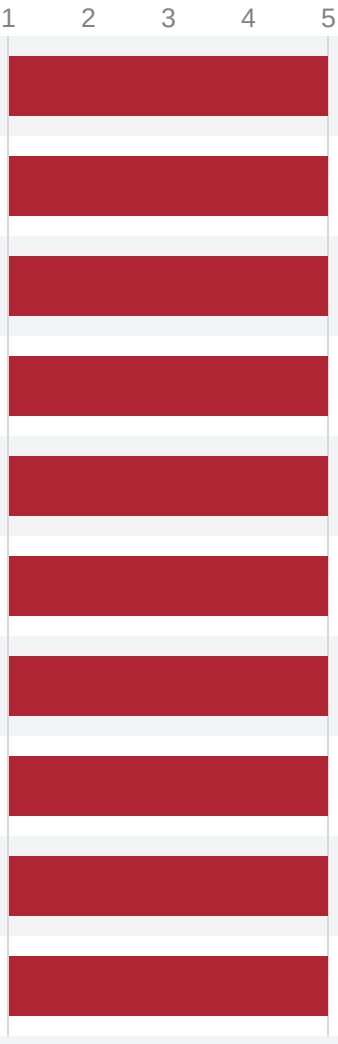
2 GREATEST STRENGTHS

Focusing on what you are good at and on what comes naturally to you is one of the most effective ways to be more successful.

As you consider your development goals, be sure to include a plan for how you will leverage and build on your strengths.

Highest-Rated Items



Strategic Management – Shared decision-making: Facilitate a structure of shared governance	5.0
Human Resources Leadership Skills – Performance management: Initiate corrective actions	5.0
Human Resources Leadership Skills – Performance management: Monitor staff for fitness for duty	5.0
Human Resources Leadership Skills – Performance management: Implement continual performance development	5.0
Human Resources Leadership Skills – Performance management: Terminate staff	5.0
Human Resources Leadership Skills – Staff development: Facilitate staff education and needs assessment	5.0
Human Resources Leadership Skills – Staff development: Ensure competency validation	5.0
Financial Management – Recognize the impact of reimbursement on revenue	5.0
Financial Management – Anticipate the effects of changes on reimbursement programs for patient care	5.0
Financial Management – Maximize care efficiency and throughput	5.0

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2 OPPORTUNITIES FOR DEVELOPMENT

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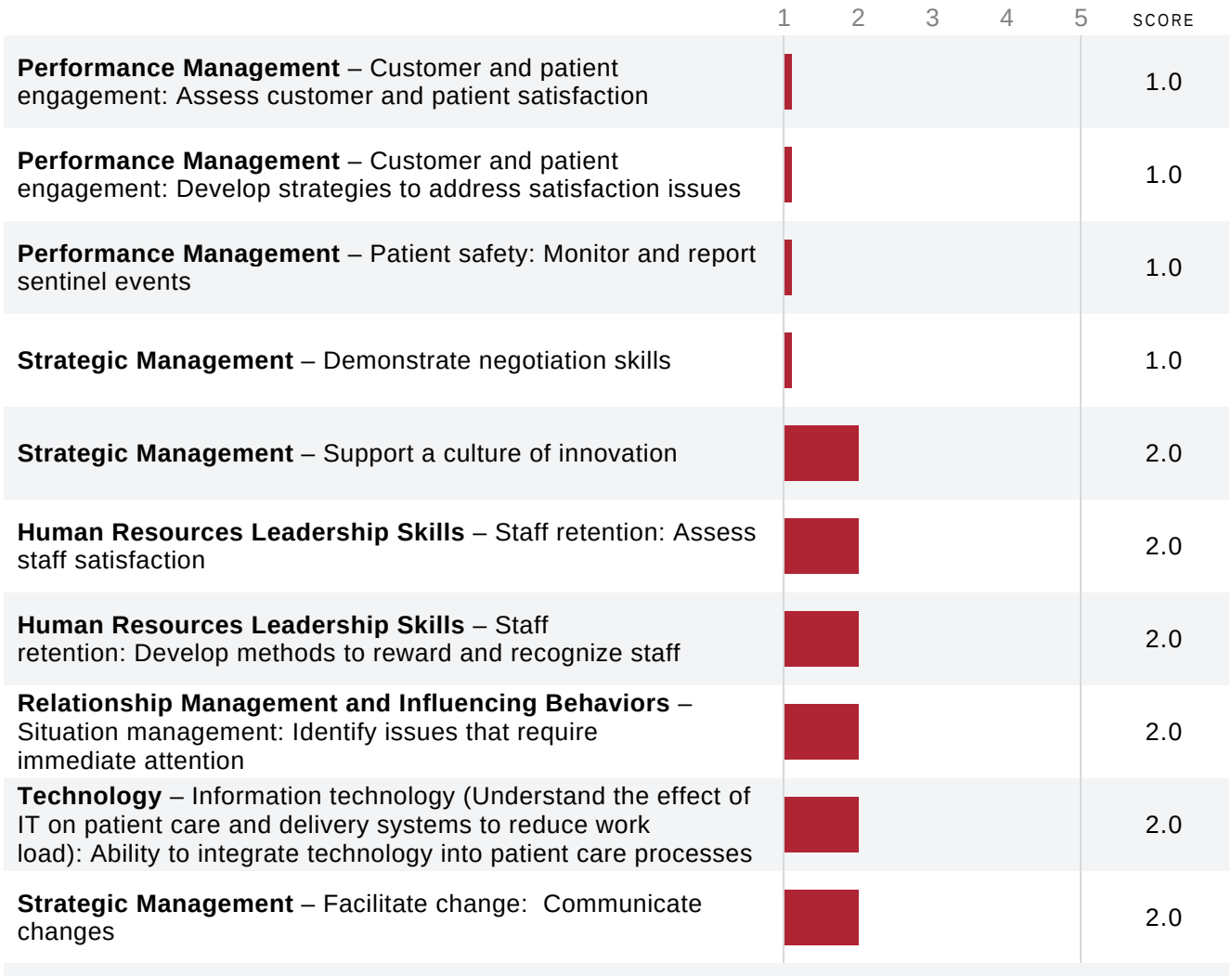
Think about which of the following areas are important to your current role or your future career goals. Keep in mind, if you have a low score on something that does not come naturally to you and that is not essential to your success, then you will probably be better off focusing your development efforts elsewhere.

Nevertheless, be honest with yourself about things that might not be in your comfort zone or come naturally to you, but that are critical to your success. Focus your development efforts in those areas.

Lowest-Rated Items



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3 BLIND SPOTS – SELF VS. OTHERS

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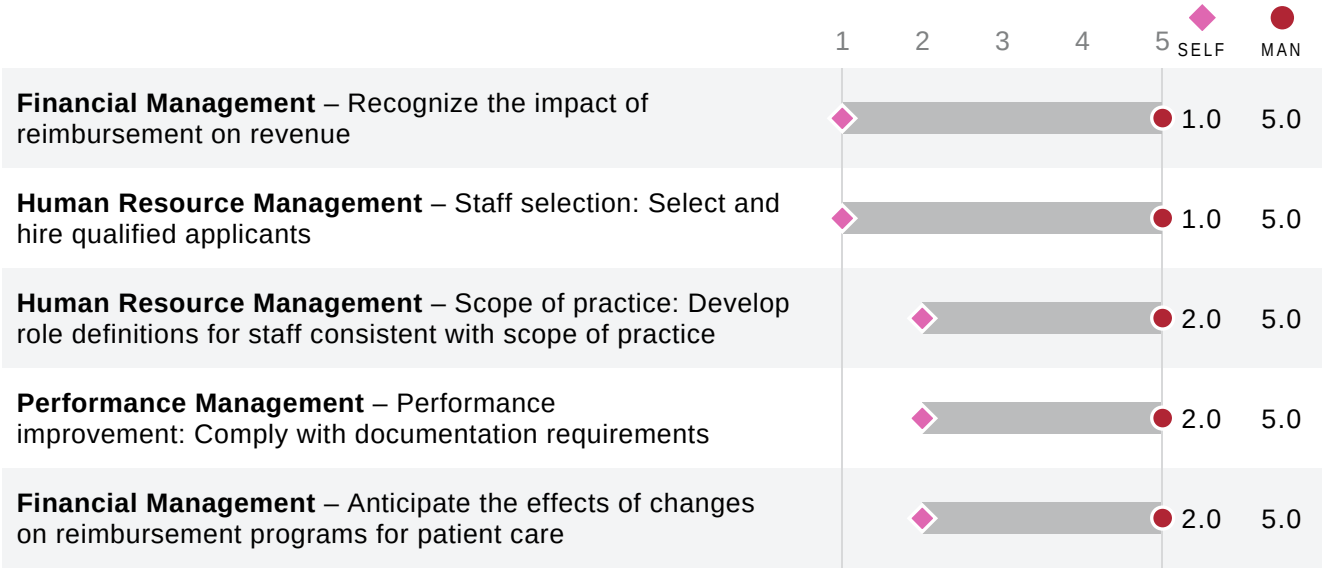
Items with a difference of at least 1.0 (raw score)
"Others" includes everybody except "Self"

Unrecognized skills (self rating lower than others' ratings)



	SELF	MAN
Financial Management – Recognize the impact of reimbursement on revenue	1.0	5.0
Human Resource Management – Staff selection: Select and hire qualified applicants	1.0	5.0
Human Resource Management – Scope of practice: Develop role definitions for staff consistent with scope of practice	2.0	5.0
Performance Management – Performance improvement: Comply with documentation requirements	2.0	5.0
Financial Management – Anticipate the effects of changes on reimbursement programs for patient care	2.0	5.0

Overestimated skills (self rating higher than others' ratings)

	SELF	MAN
Strategic Management – Facilitate change: Communicate changes	5.0	2.0
Strategic Management – Support a culture of innovation	5.0	2.0
Human Resources Leadership Skills – Staff retention: Develop methods to reward and recognize staff	5.0	2.0
Relationship Management and Influencing Behaviors – Situation management: Identify issues that require immediate attention	5.0	2.0
Relationship Management and Influencing Behaviors – Manage conflict	5.0	3.0

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4 CATEGORY SCORES

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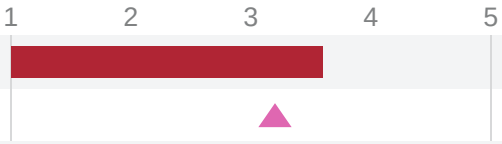
Section 1: The Science



	SCORE
Manager	3.6
Self	3.2

Section 2: The Art

Manager	3.9
Self	3.3

Section 3: The Leader Within

Manager	2.8
Self	2.2

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5 SUBCATEGORY SCORES

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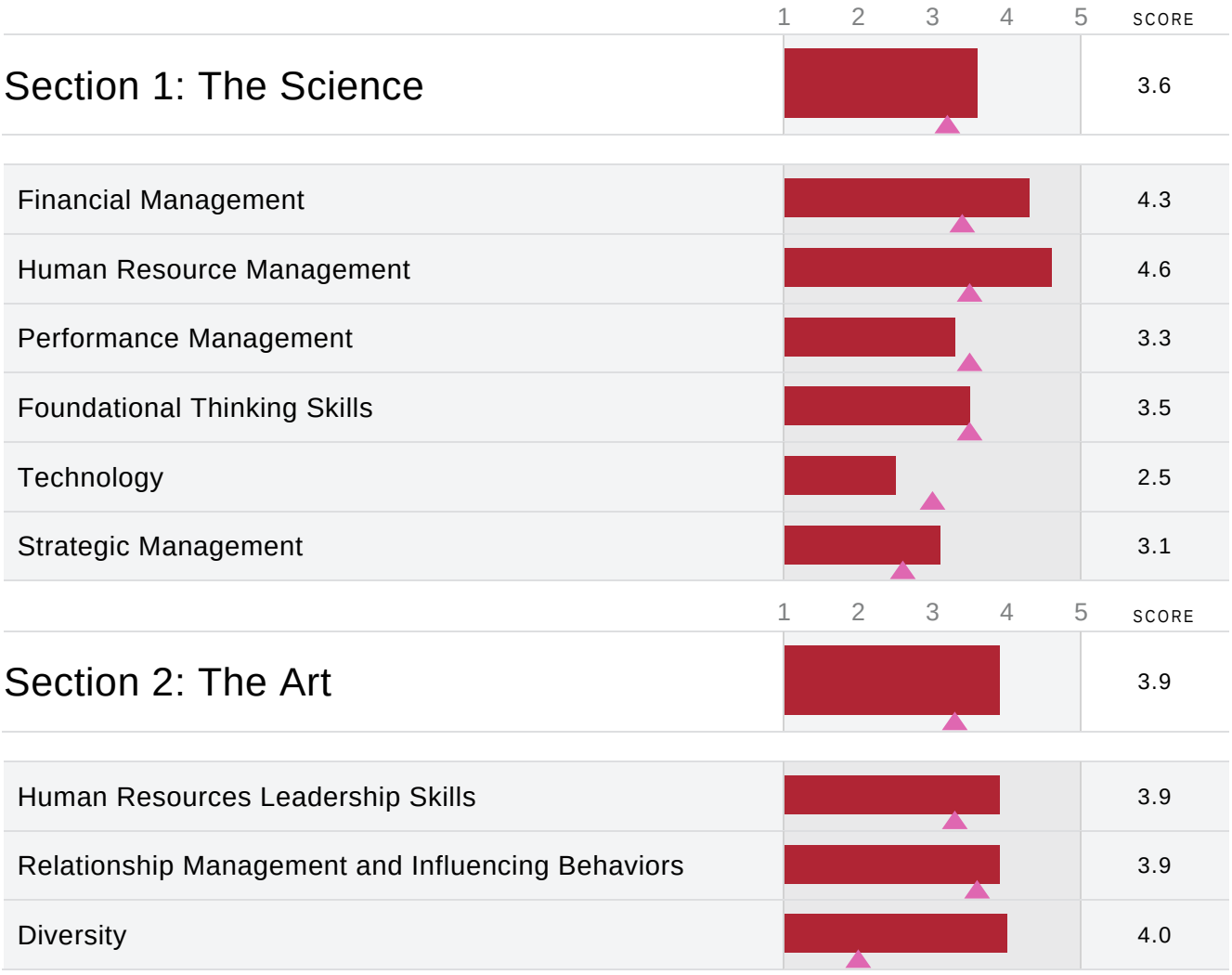

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5 SUBCATEGORY SCORES

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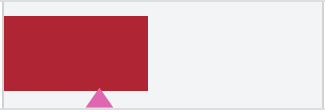
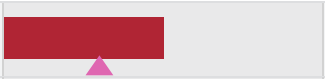
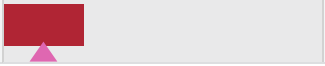
	1 2 3 4 5	SCORE
Section 3: The Leader Within		2.8
Personal and Professional Accountability		3.0
Career Planning		3.0
Personal Journey Disciplines		2.0

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6 CATEGORY BREAKDOWN

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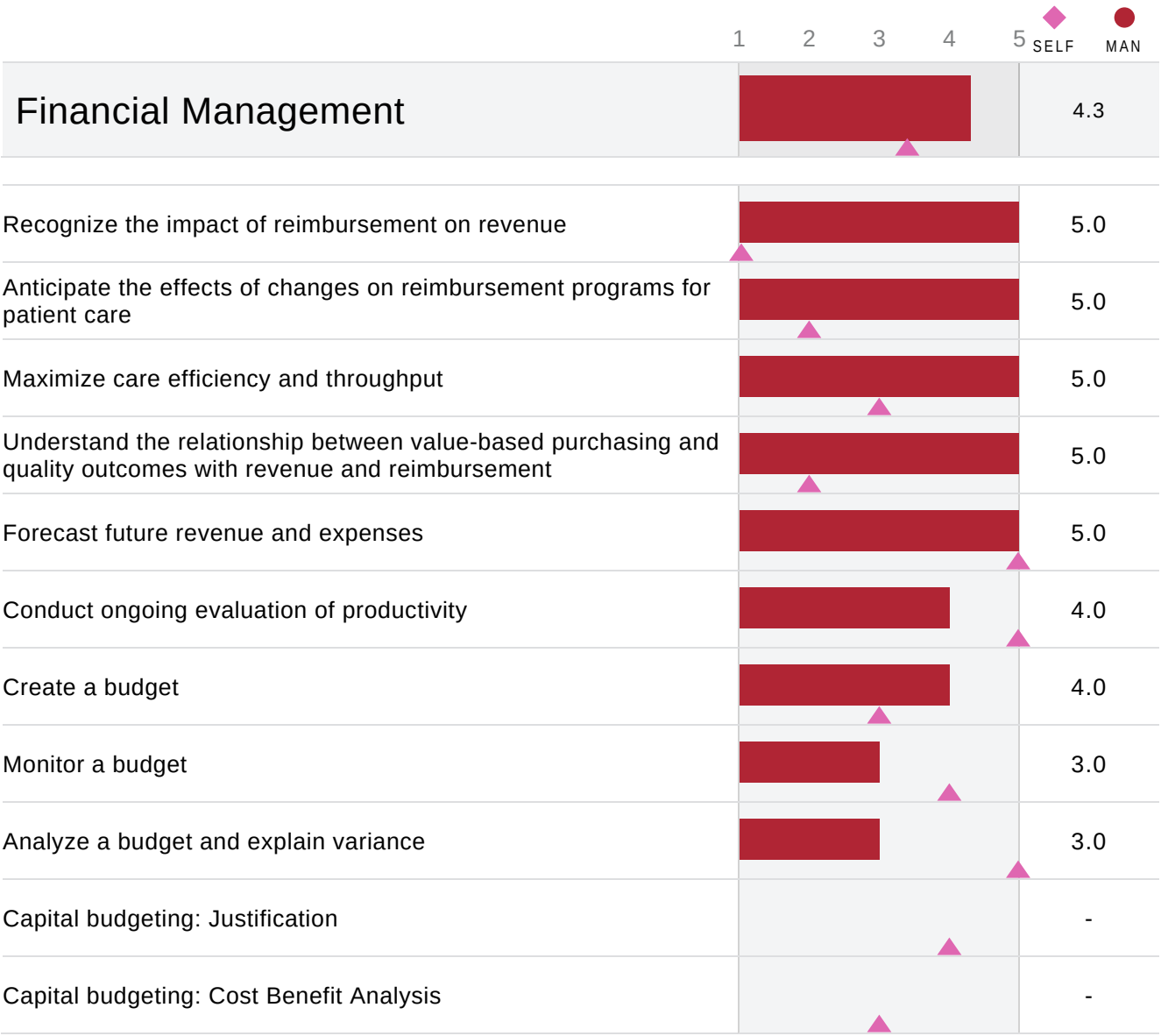

Financial Management	4.3
Recognize the impact of reimbursement on revenue	5.0
Anticipate the effects of changes on reimbursement programs for patient care	5.0
Maximize care efficiency and throughput	5.0
Understand the relationship between value-based purchasing and quality outcomes with revenue and reimbursement	5.0
Forecast future revenue and expenses	5.0
Conduct ongoing evaluation of productivity	4.0
Create a budget	4.0
Monitor a budget	3.0
Analyze a budget and explain variance	3.0
Capital budgeting: Justification	-
Capital budgeting: Cost Benefit Analysis	-

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Human Resource Management	4.6
Staffing needs: Evaluate staffing patterns/needs	5.0
Staffing needs: Match staff competency with patient acuity	5.0
Manage human resources within the scope of labor laws	5.0
Apply recruitment techniques	5.0
Staff selection: Apply individual interview techniques	5.0
Staff selection: Apply team interview techniques	5.0
Staff selection: Select and hire qualified applicants	5.0
Scope of practice: Develop role definitions for staff consistent with scope of practice	5.0
Scope of practice: Develop orientation program	5.0
Scope of practice: Oversee orientation process	4.0
Scope of practice: Implement changes in role consistent with scope of practice	4.0
Scope of practice: Orientation	4.0
Scope of practice: Evaluate effectiveness of orientation	3.0

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Performance Management	3.3
Performance improvement: Comply with documentation requirements	5.0
Monitor and promote workplace safety requirements	5.0
Promote intra/interdepartmental communication	5.0
Patient safety: Promote evidence-based practices	4.0
Patient safety: Manage incident reporting	4.0
Performance improvement: Establish data collection methodology	4.0
Performance improvement: Evaluate performance data	4.0
Performance improvement: Respond to outcome measurement	3.0
Performance improvement: Identify key performance indicators	3.0
Patient safety: Participate in root cause analysis	3.0
Maintain survey and regulatory readiness	3.0
Customer and patient engagement: Assess customer and patient satisfaction	1.0
Customer and patient engagement: Develop strategies to address satisfaction issues	1.0
Patient safety: Monitor and report sentinel events	1.0

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Foundational Thinking Skills	3.5
Apply systems thinking knowledge as an approach to analysis and decision-making	4.0
Understand complex adaptive systems definitions and applications	3.0

Technology	2.5
Information technology (Understand the effect of IT on patient care and delivery systems to reduce work load): Use information systems to support business decisions	3.0
Information technology (Understand the effect of IT on patient care and delivery systems to reduce work load): Ability to integrate technology into patient care processes	2.0

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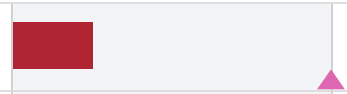
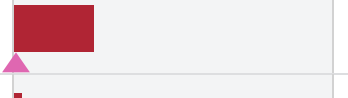
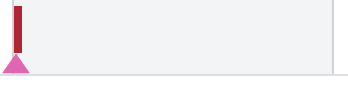
Facilitate change: Communicate changes		2.0
Manage meetings effectively		2.0
Demonstrate negotiation skills		1.0

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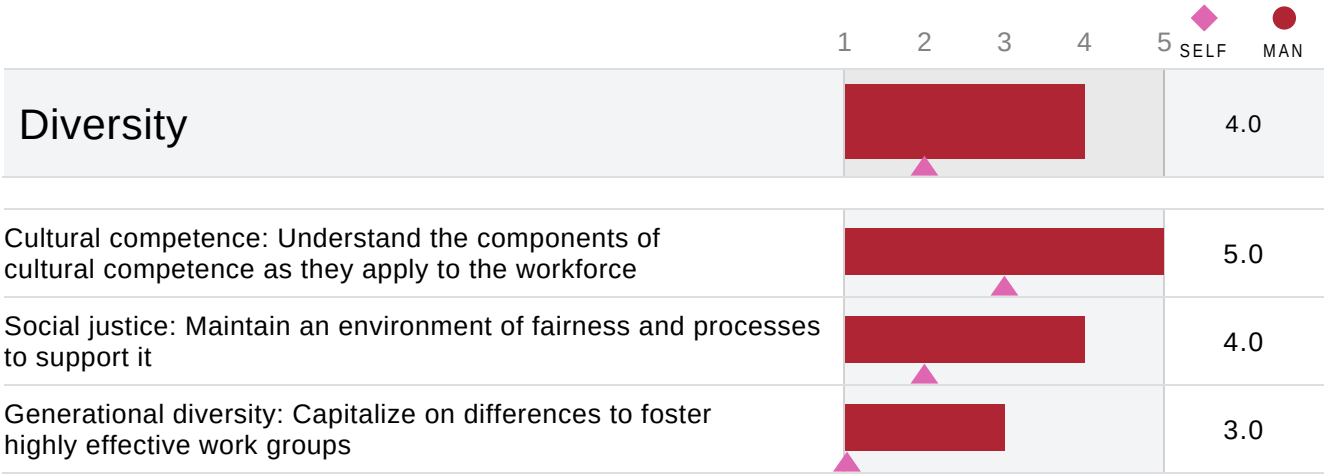

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Personal and Professional Accountability

3.0

Involvement in professional associations: Including membership and involvement in an appropriate professional association that facilitates networking and professional development	4.0
Achieve certification in an appropriate field/specialty	3.0
Practice ethical behavior: Including practice that supports nursing standards and scopes of practice	3.0
Personal growth and development: Manage through education advancement, continuing education, career planning and annual self-assessment and action plans	2.0

Career Planning

3.0

Know your role: Understand current job description / requirements and compare those to current level of practice	3.0
Know your future: Plan a career path	3.0
Position yourself: Develop a of career path/plan that provides direction while offering flexibility and capacity to adapt to future scenarios	3.0

Personal Journey Disciplines

2.0

Apply action learning: Apply techniques of “action learning” to problem solve and personally reflect on decisions	2.0
Engage in reflective practice: Includes knowledge of and active practice of reflection as a leadership behavior	2.0

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