



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

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# Chesley, Egan and Jones – Emerging Leaders

- Leadership is **DEVELOPMENTAL**
- **LEADERSHIP** isn't confined to a performance process
- **LEADERSHIP** is linked to individual goals and experience
- **PEER to PEER** learning
- It's not what the leader **DOES** but who the leader **IS**
- **GROWTH** over **SKILL ACQUISITION**
- 360° feedback **CHALLENGES** you **VERTICALLY**

## Horizontal Development

Traditional leadership development programs

Focus on building skills and adding competencies

Do what we already know how to do 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

# SELF-ASSESSMENTS

- What self-assessments have you taken?
  - Did you agree with the results?
  - What was the value of the assessment?
  - Would the assessment be valuable to others at your hospital?

Think of this as if you were giving recommendations to your peers for what assessments they should complete.

# SELF-AWARENESS

- 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° feedback?  
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?



**BELLEVUE**  
UNIVERSITY

# Feedback

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- **What positive experiences have you had with feedback – giving or receiving?**
- **What causes us to not give feedback effectively?**
- **What causes us to not give feedback at all? What is the cost of this?**
- **How can we improve in both offering and receiving feedback?**

# 360° Assessment **FEEDBACK**

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Steps in the process:

1. **CUSTOMIZE AND CREATE** your survey
2. **SELECT** raters
3. **GENERATE** your report
4. **SELF-ASSESSING** your results

# Step 1: CUSTOMIZE – Competency Framework

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

# Step 1: Customize – Power Skills from BU



# Step 1: Customize – ACHE Competencies

1. Communication and Relationship Management
2. Leadership
3. Professionalism
4. Knowledge of the Healthcare Environment
5. Business Skills and Knowledge

# Step 1: CUSTOMIZE – Prioritize Your Competencies, 30 min.      GROUPS

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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?



## 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

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- ❑ Email a list of your raters to Meghann McKown at [mmckown@bellevue.edu](mailto:mmckown@bellevue.edu) no later than **Monday, April 11<sup>th</sup>**.
- Trisha Greguras will email a survey link with login information to you and your raters on **Friday, April 15<sup>th</sup>**. It will appear as [noreply@qemailserver.com](mailto:noreply@qemailserver.com).
- ❑ The deadline to complete your 360° is **Thursday, April 28<sup>th</sup>**.
- We will send a reminder email on **Friday, April 22<sup>nd</sup>** from [noreply@qemailserver.com](mailto:noreply@qemailserver.com).
- You will receive your results by **Tuesday, May 3<sup>rd</sup>**.

## Step 3: GENERATE – The 360° Process

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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 Degree Evaluation Instructions with Email

# Step 3: GENERATE – The 360° Process

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| Rater First Name | Rater Last Name | Rater Email | Relationship to Subject – Manager/Direct Report/Peer |
|------------------|-----------------|-------------|--|
|                  |                 |             |  |
|                  |                 |             |  |
|                  |                 |             |  |
|                  |                 |             |  |

This form is in the portal.

- Send this information to Meghann McKown, [mmckown@bellevue.edu](mailto:mmckown@bellevue.edu) by Monday, April 11<sup>th</sup>.

# 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
- 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 so far?

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!

# Writing Good STATEMENTS

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- 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 doing!**

# Writing Good STATEMENTS - EXAMPLE

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

Your next statement could build on this.

# Writing Good STATEMENTS - Groups

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**GOAL:** 15 MAX. STATEMENTS (3 statements for each competency group) that will help you become more self-aware.

Use this scale:

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

# Writing Good STATEMENTS ~30 min.

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Write 3 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.

# Competencies and Statements

## Competency 1 -

1. Statement
2. Statement
3. Statement

## Competency 2 -

1. Statement
2. Statement
3. Statement

# Competencies and Statements

## Competency 3 -

1. Statement
2. Statement
3. Statement

## Competency 4 -

1. Statement
2. Statement
3. Statement

# Competencies and Statements

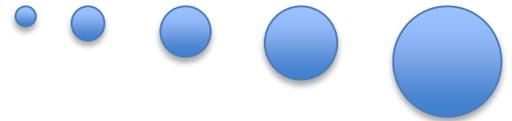
## Competency 5 -

1. Statement
2. Statement
3. Statement

# About Your Report

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- 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



# ANY Questions?





A private, non-profit institution founded in 1966, Bellevue University is accredited by the Higher Learning Commission through the U.S. Department of Education. For general information, please call 800.756.7920.

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