



# **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	Vertical Development
Traditional leadership development programs	An emerging, evidence-based set of best practices
Focus on building skills and adding competencies	Focus on growing the mindset agility that leads to strategic thinking
Do what we already know how to do better	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?

# 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

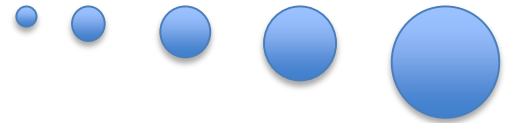
## Competency 5 -

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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