



Physician Leadership Survey

Prepared for Cindy Sample

Number of outside raters: 3

December 23, 2014

UNDERSTANDING YOUR FEEDBACK REPORT

Reading this report is the first step in a proven process of personal growth and learning. Our four-step process of **Read, Reflect, Plan** and **Execute** helps you turn the feedback you receive into measurable growth. To get the most out of this experience, you will need to understand this report thoroughly, so please take the time to review this introductory material instead of jumping immediately to your results.



Read: First, we present the data that was collected from your colleagues. That includes raw scores, percentile scores, and specific feedback from your raters.



Reflect: Then we provide a worksheet to record your reflections. This is a very important step in the process, so please take the time to complete it.



Plan: Identify two goals for personal development and create an action plan to achieve those goals. We provide a number of development resources to help you in this process. Click on the competency names in the results section to get more information.



Execute: The most important part of the process is execution. You have to work your plan. We encourage you to enlist the help of a coach or mentor to discuss your progress on a regular basis.

What was assessed by the G360 survey?

Research in the fields of medicine, graduate medical education, psychology and organizational behavior has identified important attitudes, habits, and skills related to personal and professional success. In general, successful healthcare professionals tend to have consistent personal qualities, highly developed interpersonal skills, excellent patient care skills, and strong leadership skills. The G360 Physician Survey measures the 16 most important competencies within those categories as seen below. Click on the names of the 16 competencies in the report for detailed definitions, action plans and recommended books, articles, and videos to watch. You can also access those resources at g360surveys.com/physician-resources.

PERSONAL QUALITIES

- Integrity
- Diligence
- Stress Management
- Self-Awareness

INTERPERSONAL SKILLS

- Compassion
- Social Awareness
- Communication
- Collaboration

PATIENT CARE

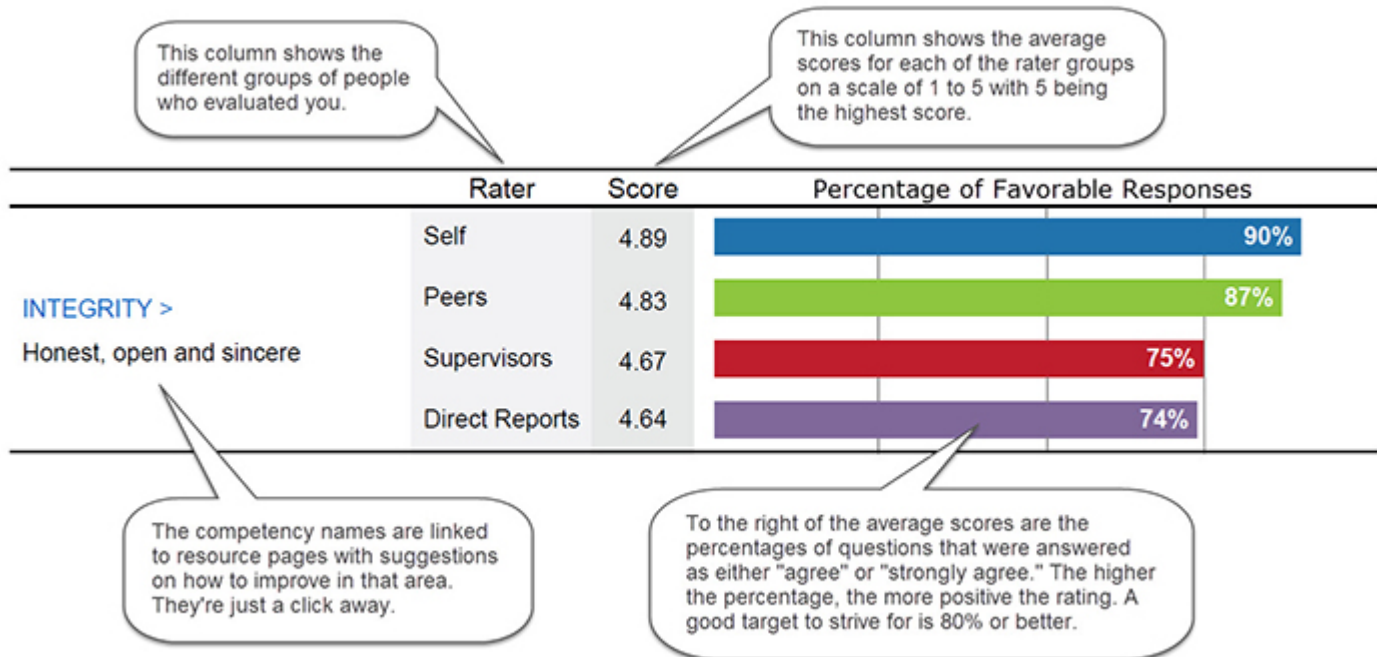
- Medical Knowledge
- Assessment Skills
- Decision Making
- Quality Improvement

LEADERSHIP SKILLS

- Vision
- Team Climate
- Directing Others
- Developing Others

INTERPRETING THE RESULTS

The first chart in your report shows summary scores for each of the four main pillars of success. This is a good overview of your strengths and weaknesses. The next four charts present a detailed view of the competencies that make up each of the main pillars. The following chart is an example of the results for integrity.



SYMBOLS

Below each chart are four symbols that identify high scores, low scores, hidden strengths, and blind spots.

↑ High Scores are defined as the *top 25%* of scores from surveys completed in the last four years. They are strengths to be built upon.

↓ Low Scores are defined as the *bottom 25%* of scores from surveys completed in the last four years. They are barriers to success.

👍 Hidden strengths are areas in which you rated yourself at least a half point lower than another rater group. You are doing better than you think.

⚠️ Blind spots are areas in which you rated yourself at least a half point higher than another rater group. Blind spots can be problem areas that you are not aware of.

COMMENTS

At the bottom of each page is a section that contains written comments from your raters. These comments can offer you valuable insight into the specifics of what you are doing well and what you can improve upon. Read this feedback closely and consider what it means for you personally.

SUMMARY OF THE FOUR PILLARS

	Rater	Score	Percentage of Favorable Responses
PERSONAL QUALITIES	Self	3.92	83%
	Peers	3.40	54%
INTERPERSONAL SKILLS	Self	4.25	100%
	Peers	4.17	88%
PATIENT CARE	Self	3.42	58%
	Peers	3.66	74%
LEADERSHIP SKILLS	Self	3.83	75%
	Peers	3.47	63%

↑ HIGH SCORES

- Interpersonal Skills (Peers)

↓ LOW SCORES

- No Low Scores

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⚠️ BLIND SPOTS

- Personal Qualities (Self vs Peers)

COMMENTS

- I am amazed at how she takes excellent care of her patients in addition to her administrative duties. She is truly an asset to our program.
- It is an honor to work with her. She stay's calm and collective with any problems that may arise during the day. I am comfortable in seeking her advice anytime during the day and I feel she is happy to help me in any way that she can.
- Dr. Sample is an excellent physician but she holds back when in a leadership role. She needs to be more action oriented and communicate more directly.

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY > Honest and ethical with strong personal values	Self	4.00	100%
	Peers	4.11	88%
DILIGENCE > Hard-working and dependable	Self	4.00	66%
	Peers	3.33	44%
STRESS MANAGEMENT > Manages stress by cultivating regular habits of wellness	Self	3.67	66%
	Peers	2.88	50%
SELF-AWARENESS > Aware of personal strengths and weaknesses	Self	4.00	100%
	Peers	3.22	33%

↑ HIGH SCORES

- Integrity (Peers)

↓ LOW SCORES

- Stress Management (Peers)
- Self-Awareness (Peers)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⚠️ BLIND SPOTS

- Stress Management (Self vs Peers)
- Diligence (Self vs Peers)
- Self-Awareness (Self vs Peers)

COMMENTS

- She is always appropriate and professional.
- This is a stressful environment but she seems to handle it well. She can be really hard on herself when things get crazy but that's just the way it goes. There will always be busy times.
- Dr. Sample has tremendous integrity. Everyone has great respect for her. When she says she is going to do something, it is as good as done. She rarely lets anything slip by.

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
COMPASSION > Demonstrates concern for patients and their families	Self	4.67	100%
	Peers	4.11	88%
SOCIAL AWARENESS > Aware of the attitudes and feelings of others	Self	4.00	100%
	Peers	4.22	100%
COMMUNICATION > Able to listen closely and articulate ideas effectively	Self	4.00	100%
	Peers	4.22	88%
COLLABORATION > Works well with other healthcare professionals	Self	4.33	100%
	Peers	4.11	77%

↑ HIGH SCORES

- Collaboration (Peers)
- Communication (Peers)
- Compassion (Peers)
- Social Awareness (Peers)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

↓ LOW SCORES

- No Low Scores









⚠️ BLIND SPOTS

- Compassion (Self vs Peers)

COMMENTS

- Dr. Sample has excellent communication skills. She is very compassionate with her patients and they seem to appreciate her bedside manner.
- She is very easy to get along with. I don't know anyone who doesn't like working with her.
- Cindy is quick to volunteer when something needs to get done. She is also very aware of how hard our staff works and is quick to recognize them when they've gone above and beyond the call of duty.

PATIENT CARE

	Rater	Score	Percentage of Favorable Responses	
MEDICAL KNOWLEDGE > Possesses general as well as specialty-specific knowledge	Self	3.67		66%
	Peers	3.56		66%
ASSESSMENT SKILLS > Demonstrates comprehensive assessment and management	Self	3.33		33%
	Peers	3.56		77%
DECISION MAKING > Makes informed diagnostic and therapeutic decisions	Self	4.00		100%
	Peers	4.22		100%
QUALITY IMPROVEMENT > Demonstrates a continuous commitment to improve patient care	Self	2.67		33%
	Peers	3.25		50%

↑ HIGH SCORES

- Decision Making (Peers)
- Medical Knowledge (Peers)

👍 HIDDEN STRENGTHS

- Quality Improvement (Self vs Peers)

↓ LOW SCORES

- Quality Improvement (Peers)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Dr. Sample has excellent physician and takes the time to do a thorough examination and complete history. She is quick to call for a referral if she is not sure of the diagnosis.
- When I've asked Dr. Sample about a new treatment, she didn't seem to know the results of the clinical trials. Because many of our patients could benefit, I think she needs to be more versed in the literature.
- Cindy does a fine job but needs to be a little more confident in her clinical judgments.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses		
VISION > Knows how to influence complex healthcare systems	Self	3.33	33%		
	Peers	2.67	22%		
TEAM CLIMATE > Fosters a collaborative and positive work environment	Self	4.00	100%		
	Peers	3.78	66%		
DIRECTING OTHERS > Gives clear directions with reasonable expectations	Self	4.00	66%		
	Peers	3.56	77%		
DEVELOPING OTHERS > Invests time and energy to teach and mentor others	Self	4.00	100%		
	Peers	3.89	88%		

↑ HIGH SCORES

- Developing Others (Peers)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

↓ LOW SCORES

- Vision (Peers)

⚠️ BLIND SPOTS

- Vision (Self vs Peers)

COMMENTS

- Dr. Sample has a bright future in this department. Many see her as have great leadership potential. She needs to work with residents and take on more of a teaching role.
- Cindy doesn't like bossing others around but there are times when someone needs to take charge and give clear direction. When she's the senior person on the team, she needs to embrace that role.
- Sometimes it seems that Dr. Sample is completely disgusted with the hospital and has such a negative attitude about the overwhelming bureaucracy and petty turf battles. Somehow she needs to become more of a patient advocate and change agent in the system instead of just complaining.

Getting 360 degree feedback can be challenging. It often evokes strong emotions and reactions. In the space below, we would like you to explore those feelings so we can transform them into goals and action.

What is your general reaction to the feedback?

Were there any high scores or positive comments that surprised you? Please explain.

Were there any low scores or critical comments that surprised you? Please explain.

Did you have any hidden strengths or blind spots? Please record them below.

Were there any big differences between rater groups? Why might different groups see you differently?

What are two goals you will set for yourself as a result of this feedback?

1. _____

2. _____

“Leadership is the capacity to translate vision into reality through planning.”
 Warren Bennis
 Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos. Click <https://g360surveys.com/physician-resources/> to access all of the resources and training materials related to this survey.

Specific	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
Measurable	Pick a goal that can be easily measured and define how you will evaluate your success.
Attainable	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
Relevant	Consider what’s important to your organization and tailor your goal to help you become more successful within that context.
Time-bound	Set a deadline for completion of your goal. Otherwise, it is at risk of being put on the “back burner” and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members’ roles and responsibilities, and minutes from our weekly meetings.
- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It’s time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don’t.

PERSONAL DEVELOPMENT PLAN

Click [here](#) for suggestions and guidance.

What is your first goal?

What specific action steps do you need to take to achieve your goal?

By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?

By when?

Identify two people with whom you will discuss your goals and action plans.

1. _____

2. _____

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1. _____

2. _____