

# The Essential 360 Feedback Survey

## 360° Feedback Results for **Executive**

December 6, 2019

Summary results from 25 raters, including:

- 2 Supervisors
- 5 Peers
- 9 Direct Reports
- 4 Physicians/Faculty
- 5 Other



THE AWARE LEADER

*Integrating Self-Awareness Into Leadership Success*



This report contains a summary of your 360-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 of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different perspectives or might have different expectations of you. If possible, debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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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.

	1	2	3	4	5	AVG	N	DIST
Sample						3.8	11	

**AVG** is simply the average of the ratings that you received. The lowest possible score is a 1 (Poor), and the highest possible score is a 5 (Outstanding). 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.

**Number of Respondents (N)** indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups, and some raters might have selected "Unable to Rate".

**Frequency Distribution (DIST)** – A small histogram (bar chart) next to each item shows how responses were distributed across the rating scale. This provides an indication of how much agreement or disagreement there was among raters.

A high level of agreement indicates a more consistent and reliable result. A high level of disagreement, where responses are more spread out, means people have differing perceptions of your competency in that area. The frequency distribution can also show whether there is an outlier response – for example, if one rater gave a low score while everyone else gave high scores.

*All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as ratings from 10 direct reports.*



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

	1	2	3	4	5	AVG
<b>Understanding Impact</b> – Thinks and acts ethically and morally						4.6
<b>Understanding Impact</b> – Shows patience and responds calmly to stressful or trying situations						4.4
<b>Relating Successfully</b> – Works collegially, recognizes importance of relationships, inclusivity, and diversity						4.3
<b>Leading Self</b> – Is responsible and accountable for actions and reactions						4.3
<b>Relating Successfully</b> – Interacts capably with a wide variety of stakeholders						4.2
<b>Thinking Critically</b> – Comes to well-reasoned conclusions and solutions, testing them against relevant criteria and standards						4.1
<b>Initiating Action</b> – Takes action without being prompted and takes personal responsibility						4.1
<b>Thinking Critically</b> – Raises vital questions and problems, formulating them clearly and precisely						4.1
<b>Relating Successfully</b> – Actively listens, offers full attention when others speak, and is seen as a coach and mentor						4.1
<b>Thinking Critically</b> – Sees the enterprise as a series of integrated and interlocking processes						4.0



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

	1	2	3	4	5	AVG
<b>Influencing Others</b> – Engages with impact motivating, persuading and exciting others						3.3
<b>Directing People</b> – Builds and leads teams and develops future leaders						3.5
<b>Leveraging Knowledge</b> – Effectively seeks and shares information						3.5
<b>Directing People</b> – Instructs, guides, and oversees the performance of staff						3.5
<b>Influencing Others</b> – Cuts through the noise with authentic, credible self-promotion that helps others as well as themselves						3.5
<b>Directing People</b> – Entrust work to others, utilizing individual and team strengths to achieve goals						3.5
<b>Directing People</b> – Challenges other people appropriately and rejects mediocrity						3.5
<b>Thinking Critically</b> – Decides with speed and conviction, has mental agility						3.5
<b>Directing People</b> – Constructively supports and manages disagreements						3.6
<b>Influencing Others</b> – Serves as a change agent, assists others in understanding needed changes, reasons for change and the change process						3.6









# 3

## SUPERVISOR DISAGREEMENTS

Executive

Items with a difference of at least 1.0 (raw score)  
 "Others" does not include "Self"

### Supervisor underestimates your skills, compared to others

	1	2	3	4	5	 SUP	 OTH	GAP
<b>Understanding Impact</b> – Thinks and acts ethically and morally						3.5	4.8	1.3
<b>Leveraging Knowledge</b> – Effectively seeks and shares information						2.5	3.8	1.3
<b>Leveraging Knowledge</b> – Optimizes financial acumen to make business decisions						3.0	4.1	1.1

### Supervisor overestimates your skills, compared to others

none

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

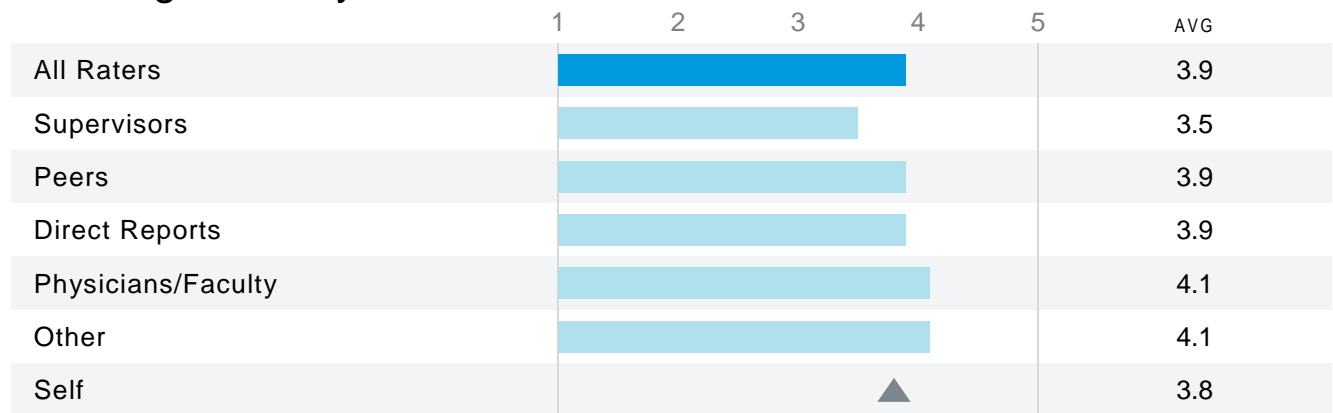
### Unrecognized skills (self rating lower than others' ratings)

	1	2	3	4	5	◆ SELF	● OTH	GAP
<b>Leveraging Knowledge</b> – Stays up-to-date with industry-specific content knowledge, rapidly assimilating and using new knowledge		◆		●		2.0	3.9	1.9
<b>Relating Successfully</b> – Maintains broad internal and external networks of business relationships		◆		●		2.0	3.8	1.8
<b>Understanding Impact</b> – Shows patience and responds calmly to stressful or trying situations			◆		●	3.0	4.4	1.4
<b>Relating Successfully</b> – Interacts capably with a wide variety of stakeholders			◆		●	3.0	4.2	1.2
<b>Relating Successfully</b> – Actively listens, offers full attention when others speak, and is seen as a coach and mentor			◆		●	3.0	4.1	1.1
<b>Leading Self</b> – Draws on personal and professional strengths as well as areas for personal development to build capacity			◆		●	3.0	4.0	1

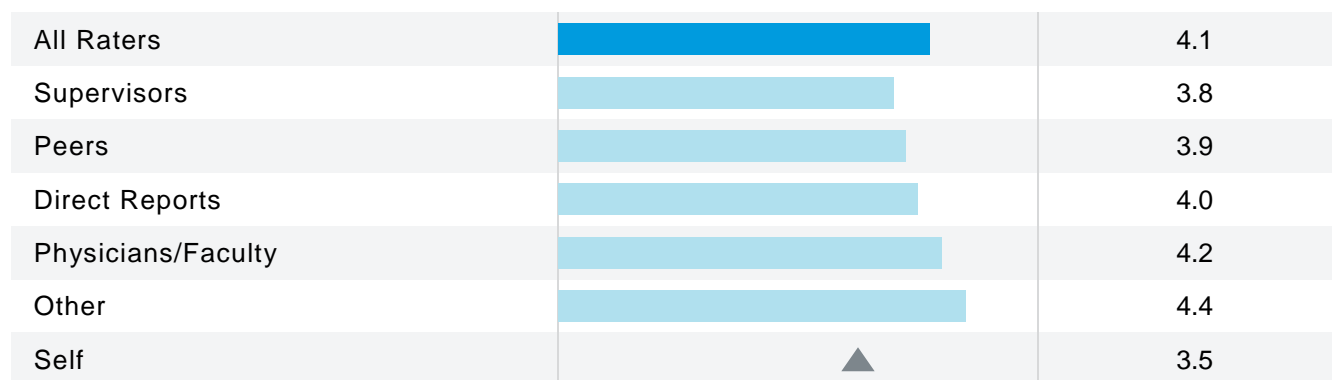
### Overestimated skills (self rating higher than others' ratings)

none

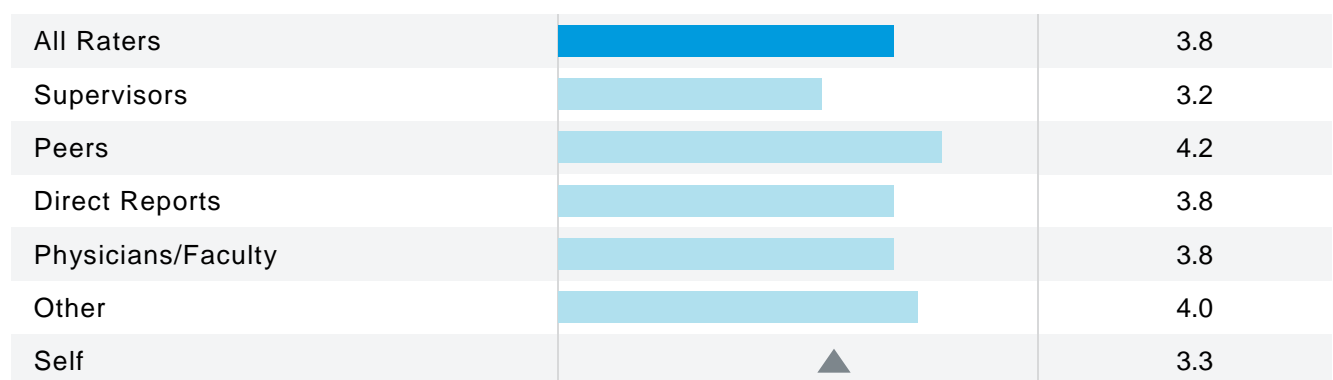
## Thinking Critically



## Understanding Impact



## Leveraging Knowledge



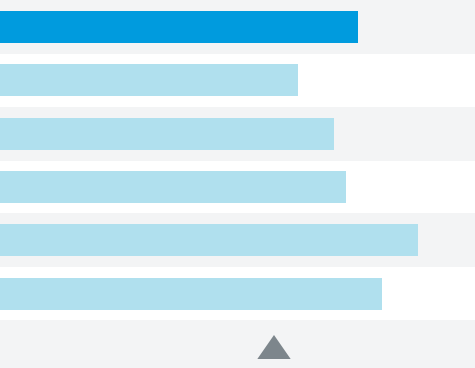
## Leading Self



## 4

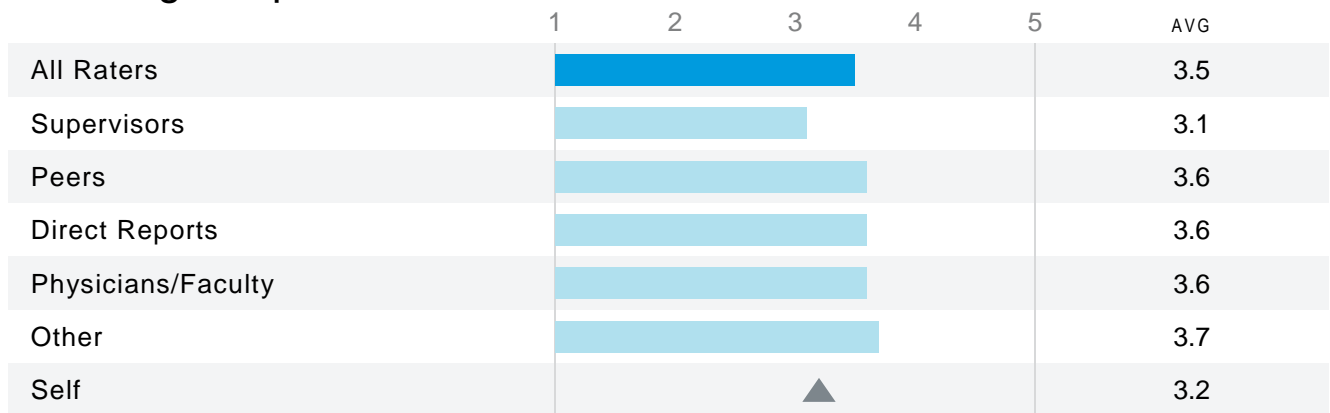
## CATEGORY SCORES

Executive

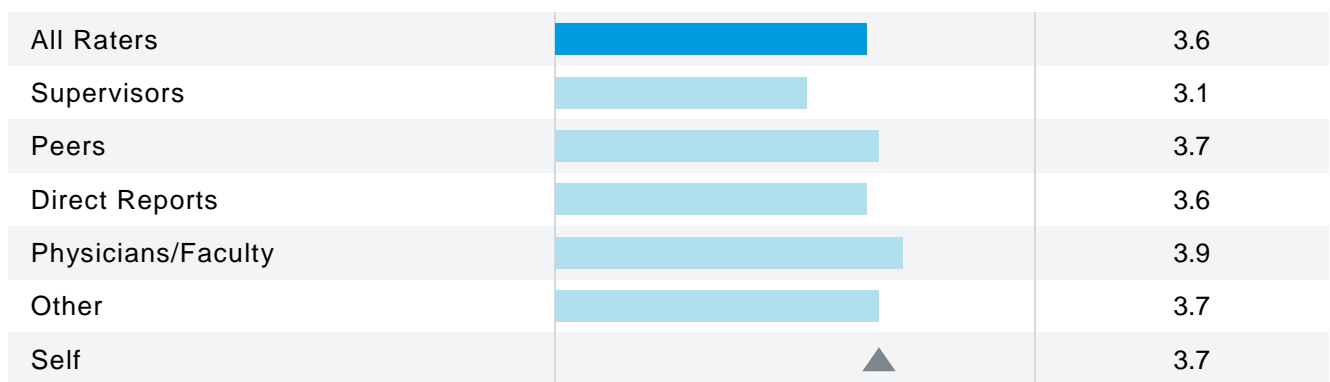
All Raters		4.0
Supervisors		3.5
Peers		3.8
Direct Reports		3.9
Physicians/Faculty		4.5
Other		4.2
Self		3.3

"All Respondents" scores do not include "Self"

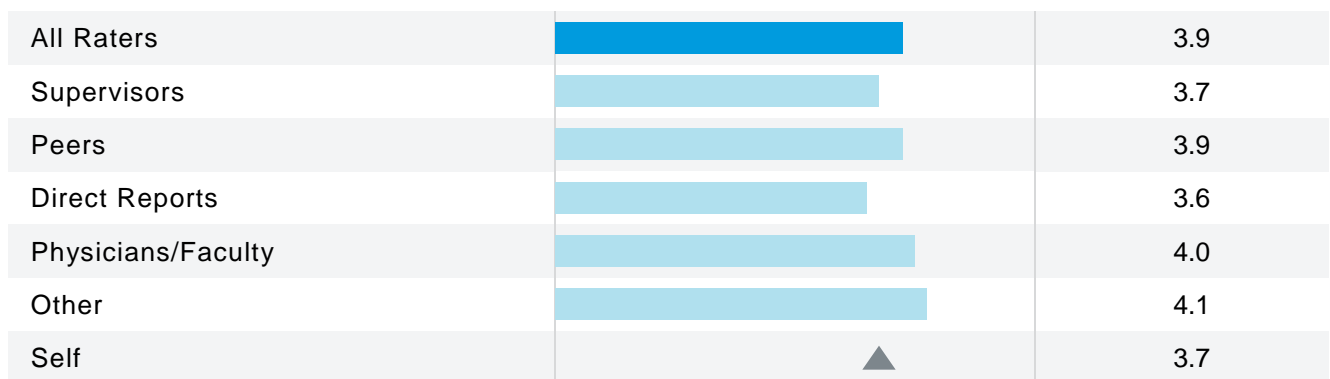
## Directing People



## Influencing Others



## Initiating Action

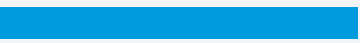





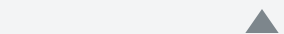


## Relating Successfully

## 4

## CATEGORY SCORES

Executive

All Raters		4.0
Supervisors		3.8
Peers		4.1
Direct Reports		3.9
Physicians/Faculty		4.2
Other		4.2
Self		3.2

## Thinking Critically

		1	2	3	4	5	AVG	N	DIST
Decides with speed and conviction, has mental agility	<b>All Raters</b>						<b>3.5</b>	<b>24</b>	
	Supervisors						3.0	2	
	Peers						3.4	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						3.8	4	
	Other						3.8	4	
	Self						3.0	1	
Demonstrates strategic foresight and an orientation to the preferred future	<b>All Raters</b>						<b>3.8</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.9	9	
	Physicians/Faculty						4.0	4	
	Other						3.6	5	
	Self						4.0	1	
Sees the enterprise as a series of integrated and interlocking processes	<b>All Raters</b>						<b>4.0</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						3.8	5	
	Direct Reports						4.0	9	
	Physicians/Faculty						4.5	4	
	Other						4.4	5	
	Self						4.0	1	
Generates original thoughts and is resourceful in finding ways to improve things	<b>All Raters</b>						<b>3.9</b>	<b>24</b>	
	Supervisors						3.5	2	
	Peers						4.2	5	
	Direct Reports						4.1	8	
	Physicians/Faculty						3.5	4	
	Other						4.0	5	
	Self						4.0	1	

Thinking Critically cont'd

		1	2	3	4	5	AVG	N	DIST
Raises vital questions and problems, formulating them clearly and precisely	<b>All Raters</b>						<b>4.1</b>	<b>25</b>	
	Supervisors						4.0	2	
	Peers						3.8	5	
	Direct Reports						4.0	9	
	Physicians/Faculty						4.2	4	
	Other						4.4	5	
	Self						4.0	1	
Comes to well-reasoned conclusions and solutions, testing them against relevant criteria and standards	<b>All Raters</b>						<b>4.1</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.2	5	
	Direct Reports						3.9	9	
	Physicians/Faculty						4.8	4	
	Other						4.4	5	
	Self						4.0	1	

## Understanding Impact

		1	2	3	4	5	AVG	N	DIST
Thinks and acts ethically and morally	<b>All Raters</b>						<b>4.6</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.6	5	
	Direct Reports						4.8	9	
	Physicians/Faculty						5.0	4	
	Other						5.0	5	
	Self						4.0	1	
Sets high standards of execution incorporating mission into daily activities	<b>All Raters</b>						<b>4.0</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.4	5	
	Direct Reports						4.0	9	
	Physicians/Faculty						3.5	4	
	Other						4.6	5	
	Self						4.0	1	
Knows potential impacts and consequences of decision making in situations both internally and externally	<b>All Raters</b>						<b>3.7</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						3.6	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						3.8	4	
	Other						4.0	5	
	Self						3.0	1	
Shows patience and responds calmly to stressful or trying situations	<b>All Raters</b>						<b>4.4</b>	<b>25</b>	
	Supervisors						4.5	2	
	Peers						3.8	5	
	Direct Reports						4.2	9	
	Physicians/Faculty						5.0	4	
	Other						4.6	5	
	Self						3.0	1	

Understanding Impact cont'd



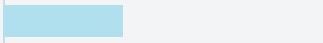
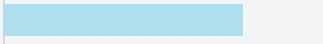
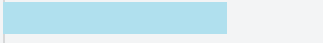
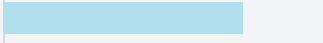
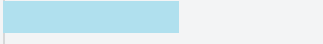



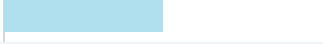
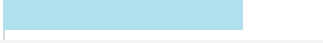
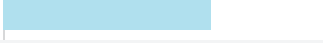
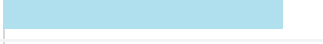
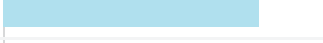

		1	2	3	4	5	AVG	N	DIST	
Understands and manages the power and politics inherent in any organization	<b>All Raters</b>							<b>3.8</b>	<b>25</b>	--■■■
	Supervisors							4.0	2	
	Peers							3.8	5	
	Direct Reports							3.7	9	
	Physicians/Faculty							3.8	4	
	Other							4.0	5	
	Self							3.0	1	
Is in touch with emotions and effects on behavior to better understand how to influence people to achieve outcomes	<b>All Raters</b>							<b>3.8</b>	<b>24</b>	--■■■
	Supervisors							3.5	2	
	Peers							3.2	5	
	Direct Reports							3.7	9	
	Physicians/Faculty							4.5	4	
	Other							4.0	4	
	Self							4.0	1	

## Leveraging Knowledge

		1	2	3	4	5	AVG	N	DIST	
Demonstrates continuous-improvement mindset and knows the industry	<b>All Raters</b>							<b>3.7</b>	<b>25</b>	
	Supervisors							3.5	2	
	Peers							4.0	5	
	Direct Reports							3.7	9	
	Physicians/Faculty							3.8	4	
	Other							3.8	5	
	Self					▲		4.0	1	
Leverages functional knowledge, technical skills and expertise and shares with others	<b>All Raters</b>							<b>3.8</b>	<b>24</b>	
	Supervisors							3.5	2	
	Peers							4.2	5	
	Direct Reports							3.8	9	
	Physicians/Faculty							3.5	4	
	Other							4.0	4	
	Self					▲		4.0	1	
Optimizes financial acumen to make business decisions	<b>All Raters</b>							<b>3.9</b>	<b>25</b>	
	Supervisors							3.0	2	
	Peers							4.4	5	
	Direct Reports							4.1	9	
	Physicians/Faculty							3.2	4	
	Other							4.6	5	
	Self					▲		4.0	1	
Stays up-to-date with industry-specific content knowledge, rapidly assimilating and using new knowledge	<b>All Raters</b>							<b>3.9</b>	<b>24</b>	
	Supervisors							3.5	2	
	Peers							4.4	5	
	Direct Reports							4.0	8	
	Physicians/Faculty							3.5	4	
	Other							4.0	5	
	Self		▲					2.0	1	



Leveraging Knowledge cont'd

		1	2	3	4	5	AVG	N	DIST
Effectively seeks and shares information	<b>All Raters</b>						<b>3.5</b>	<b>24</b>	
	Supervisors						2.5	2	
	Peers						4.0	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						4.0	4	
	Other						3.2	4	
	Self						3.0	1	
Makes evidence-based decisions	<b>All Raters</b>						<b>3.9</b>	<b>24</b>	
	Supervisors						3.0	2	
	Peers						4.0	5	
	Direct Reports						3.6	9	
	Physicians/Faculty						4.5	4	
	Other						4.2	4	
	Self						3.0	1	

## Leading Self

		1	2	3	4	5	AVG	N	DIST
Draws on personal and professional strengths as well as areas for personal development to build capacity	<b>All Raters</b>						<b>4.0</b>	<b>23</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						4.2	4	
	Other						4.7	3	
	Self						3.0	1	
Is aware of judgments, emotions and physical sensations resulting in greater clarity and resolve in determining the best options - especially in situations of conflict and change.	<b>All Raters</b>						<b>3.8</b>	<b>24</b>	
	Supervisors						3.0	2	
	Peers						3.6	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						4.2	4	
	Other						4.2	4	
	Self						3.0	1	
Knows one's own method of decision making and problem solving	<b>All Raters</b>						<b>3.9</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						3.8	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						4.5	4	
	Other						3.8	5	
	Self						4.0	1	
Understands own strengths and limitations, values self-knowledge, and seeks feedback	<b>All Raters</b>						<b>3.9</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						3.6	5	
	Direct Reports						3.9	9	
	Physicians/Faculty						4.5	4	
	Other						4.2	5	
	Self						3.0	1	




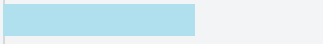
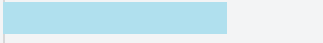
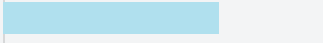
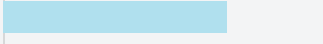


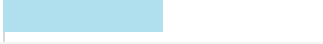
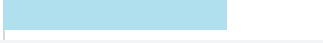
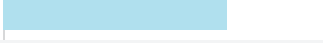
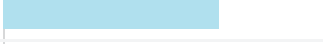
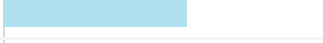
Leading Self cont'd

		1	2	3	4	5	AVG	N	DIST	
Manages the quality of their energy, regardless of the external pressures they're facing	<b>All Raters</b>							<b>3.9</b>	<b>25</b>	
	Supervisors							3.5	2	
	Peers							3.8	5	
	Direct Reports							3.9	9	
	Physicians/Faculty							4.2	4	
	Other							4.0	5	
	Self				▲			3.0	1	
Is responsible and accountable for actions and reactions	<b>All Raters</b>							<b>4.3</b>	<b>25</b>	
	Supervisors							4.0	2	
	Peers							4.2	5	
	Direct Reports							4.0	9	
	Physicians/Faculty							5.0	4	
	Other							4.2	5	
	Self					▲		4.0	1	

## Directing People

		1	2	3	4	5	AVG	N	DIST	
Clearly communicates expectations	<b>All Raters</b>							<b>3.7</b>	<b>25</b>	
	Supervisors							3.0	2	
	Peers							4.0	5	
	Direct Reports							3.9	9	
	Physicians/Faculty							3.5	4	
	Other							4.0	5	
	Self				▲			3.0	1	
Builds and leads teams and develops future leaders	<b>All Raters</b>							<b>3.5</b>	<b>23</b>	
	Supervisors							3.5	2	
	Peers							3.5	4	
	Direct Reports							3.3	9	
	Physicians/Faculty							3.5	4	
	Other							3.5	4	
	Self			▲				3.0	1	
Challenges other people appropriately and rejects mediocrity	<b>All Raters</b>							<b>3.5</b>	<b>25</b>	
	Supervisors							3.0	2	
	Peers							3.6	5	
	Direct Reports							3.6	9	
	Physicians/Faculty							3.5	4	
	Other							4.0	5	
	Self				▲			4.0	1	
Constructively supports and manages disagreements	<b>All Raters</b>							<b>3.6</b>	<b>24</b>	
	Supervisors							3.0	2	
	Peers							3.6	5	
	Direct Reports							3.4	8	
	Physicians/Faculty							4.0	4	
	Other							3.8	5	
	Self			▲				3.0	1	

Directing People cont'd

		1	2	3	4	5	AVG	N	DIST
Entrust work to others, utilizing individual and team strengths to achieve goals	<b>All Raters</b>						<b>3.5</b>	<b>24</b>	
	Supervisors						3.0	2	
	Peers						3.4	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						3.7	3	
	Other						3.8	5	
	Self			▲			3.0	1	
Instructs, guides, and oversees the performance of staff	<b>All Raters</b>						<b>3.5</b>	<b>22</b>	
	Supervisors						3.0	2	
	Peers						3.8	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						3.7	3	
	Other						3.3	3	
	Self			▲			3.0	1	

## Influencing Others

		1	2	3	4	5	AVG	N	DIST
Engages with impact motivating, persuading and exciting others	<b>All Raters</b>						<b>3.3</b>	<b>25</b>	
	Supervisors						3.0	2	
	Peers						3.4	5	
	Direct Reports						3.3	9	
	Physicians/Faculty						3.8	4	
	Other						3.0	5	
	Self						4.0	1	
Cuts through the noise with authentic, credible self-promotion that helps others as well as themselves	<b>All Raters</b>						<b>3.5</b>	<b>25</b>	
	Supervisors						3.0	2	
	Peers						3.6	5	
	Direct Reports						3.4	9	
	Physicians/Faculty						3.8	4	
	Other						3.8	5	
	Self						4.0	1	
Serves as a change agent, assists others in understanding needed changes, reasons for change and the change process	<b>All Raters</b>						<b>3.6</b>	<b>25</b>	
	Supervisors						3.0	2	
	Peers						3.6	5	
	Direct Reports						3.6	9	
	Physicians/Faculty						3.8	4	
	Other						4.0	5	
	Self						3.0	1	
Establishes and models standards that fosters exceptional quality and continuous improvement	<b>All Raters</b>						<b>3.7</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.7	9	
	Physicians/Faculty						3.8	4	
	Other						3.8	5	
	Self						4.0	1	

Influencing Others cont'd

		1	2	3	4	5	AVG	N	DIST	
Articulates ideas clearly and organizes ideas effectively	<b>All Raters</b>							<b>3.8</b>	<b>25</b>	
	Supervisors							3.0	2	
	Peers							3.8	5	
	Direct Reports							3.8	9	
	Physicians/Faculty							4.5	4	
	Other							4.0	5	
	Self							4.0	1	
Communicates organizational mission, vision, objectives and priorities	<b>All Raters</b>							<b>3.8</b>	<b>25</b>	
	Supervisors							3.0	2	
	Peers							4.0	5	
	Direct Reports							4.0	9	
	Physicians/Faculty							4.0	4	
	Other							3.8	5	
	Self							3.0	1	

## Initiating Action

		1	2	3	4	5	AVG	N	DIST
Takes action without being prompted and takes personal responsibility	<b>All Raters</b>						<b>4.1</b>	<b>24</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						4.2	9	
	Physicians/Faculty						4.5	4	
	Other						4.5	4	
	Self						4.0	1	
Leads a transformation/change agenda	<b>All Raters</b>						<b>3.8</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.6	9	
	Physicians/Faculty						3.8	4	
	Other						4.2	5	
	Self						4.0	1	
Executes the vision	<b>All Raters</b>						<b>3.7</b>	<b>25</b>	
	Supervisors						3.0	2	
	Peers						3.8	5	
	Direct Reports						3.6	9	
	Physicians/Faculty						3.8	4	
	Other						4.4	5	
	Self						4.0	1	
Has high level of energy and motivation to sustain performance over time	<b>All Raters</b>						<b>3.8</b>	<b>25</b>	
	Supervisors						4.0	2	
	Peers						4.0	5	
	Direct Reports						3.6	9	
	Physicians/Faculty						3.8	4	
	Other						3.6	5	
	Self						4.0	1	



Initiating Action cont'd

		1	2	3	4	5	AVG	N	DIST	
Turns ideas into actions that result in getting things implemented	<b>All Raters</b>							<b>3.7</b>	<b>25</b>	-- █ █ █
	Supervisors							4.0	2	
	Peers							4.0	5	
	Direct Reports							3.3	9	
	Physicians/Faculty							3.8	4	
	Other							3.6	5	
	Self							3.0	1	
Shows good judgment in strategies, tactics, and people decisions, reversing course quickly when needed	<b>All Raters</b>							<b>4.0</b>	<b>25</b>	-- █ █ █
	Supervisors							4.0	2	
	Peers							3.6	5	
	Direct Reports							3.6	9	
	Physicians/Faculty							4.2	4	
	Other							4.4	5	
	Self							3.0	1	

## Relating Successfully

		1	2	3	4	5	AVG	N	DIST
Works collegially, recognizes importance of relationships, inclusivity, and diversity	<b>All Raters</b>						<b>4.3</b>	<b>25</b>	
	Supervisors						4.0	2	
	Peers						4.2	5	
	Direct Reports						4.1	9	
	Physicians/Faculty						4.8	4	
	Other						4.4	5	
	Self						4.0	1	
Maintains broad internal and external networks of business relationships	<b>All Raters</b>						<b>3.8</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.8	9	
	Physicians/Faculty						3.5	4	
	Other						4.2	5	
	Self						2.0	1	
Interacts capably with a wide variety of stakeholders	<b>All Raters</b>						<b>4.2</b>	<b>25</b>	
	Supervisors						4.5	2	
	Peers						4.2	5	
	Direct Reports						4.2	9	
	Physicians/Faculty						4.2	4	
	Other						4.0	5	
	Self						3.0	1	
Builds trusting, collaborative relationships	<b>All Raters</b>						<b>3.9</b>	<b>25</b>	
	Supervisors						3.5	2	
	Peers						4.0	5	
	Direct Reports						3.9	9	
	Physicians/Faculty						4.0	4	
	Other						4.2	5	
	Self						4.0	1	

Relating Successfully cont'd

		1	2	3	4	5	AVG	N	DIST	
Shows empathy towards others and considers other feelings	<b>All Raters</b>							<b>3.9</b>	<b>25</b>	--■■■
	Supervisors							3.5	2	
	Peers							4.0	5	
	Direct Reports							3.7	9	
	Physicians/Faculty							4.0	4	
	Other							4.2	5	
	Self				▲			3.0	1	
Actively listens, offers full attention when others speak, and is seen as a coach and mentor	<b>All Raters</b>							<b>4.1</b>	<b>25</b>	--■■■
	Supervisors							3.5	2	
	Peers							4.0	5	
	Direct Reports							4.0	9	
	Physicians/Faculty							4.5	4	
	Other							4.4	5	
	Self				▲			3.0	1	

Scores for "All Respondents" are based on the average of the scores from each rater group (excluding self).

## Thinking Critically

		1	2	3	4	5	AVG
Decides with speed and conviction, has mental agility	<b>All Raters</b>	-	2	7	13	2	3.5
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	3	2	-	3.4
	Direct Reports	-	1	1	6	1	3.8
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	1	1	3.8
	Self	-	-	1	-	-	3.0
Demonstrates strategic foresight and an orientation to the preferred future	<b>All Raters</b>	-	-	8	13	4	3.8
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	-	5	-	4.0
	Direct Reports	-	-	3	4	2	3.9
	Physicians/Faculty	-	-	1	2	1	4.0
	Other	-	-	3	1	1	3.6
	Self	-	-	-	1	-	4.0
Sees the enterprise as a series of integrated and interlocking processes	<b>All Raters</b>	-	-	6	11	8	4.0
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	1	7	1	4.0
	Physicians/Faculty	-	-	1	-	3	4.5
	Other	-	-	1	1	3	4.4
	Self	-	-	-	1	-	4.0

Thinking Critically cont'd

		1	2	3	4	5	AVG
Generates original thoughts and is resourceful in finding ways to improve things	<b>All Raters</b>	-	-	7	11	6	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	2	2	4.2
	Direct Reports	-	-	2	3	3	4.1
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	1	3	1	4.0
	Self	-	-	-	1	-	4.0
Raises vital questions and problems, formulating them clearly and precisely	<b>All Raters</b>	-	-	4	15	6	4.1
	Supervisors	-	-	-	2	-	4.0
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	2	5	2	4.0
	Physicians/Faculty	-	-	-	3	1	4.2
	Other	-	-	-	3	2	4.4
	Self	-	-	-	1	-	4.0
Comes to well-reasoned conclusions and solutions, testing them against relevant criteria and standards	<b>All Raters</b>	-	-	5	11	9	4.1
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	2	2	4.2
	Direct Reports	-	-	3	4	2	3.9
	Physicians/Faculty	-	-	-	1	3	4.8
	Other	-	-	-	3	2	4.4
	Self	-	-	-	1	-	4.0

## Understanding Impact

		1	2	3	4	5	AVG
Thinks and acts ethically and morally	<b>All Raters</b>	-	-	2	3	20	4.6
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	-	4	4.6
	Direct Reports	-	-	-	2	7	4.8
	Physicians/Faculty	-	-	-	-	4	5.0
	Other	-	-	-	-	5	5.0
	Self	-	-	-	1	-	4.0
Sets high standards of execution incorporating mission into daily activities	<b>All Raters</b>	-	-	4	15	6	4.0
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	-	3	2	4.4
	Direct Reports	-	-	1	7	1	4.0
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	-	2	3	4.6
	Self	-	-	-	1	-	4.0
Knows potential impacts and consequences of decision making in situations both internally and externally	<b>All Raters</b>	-	-	9	13	3	3.7
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	3	1	1	3.6
	Direct Reports	-	-	3	5	1	3.8
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	1	3	1	4.0
	Self	-	-	1	-	-	3.0

Understanding Impact cont'd

		1	2	3	4	5	AVG
Shows patience and responds calmly to stressful or trying situations	<b>All Raters</b>	-	-	5	6	14	4.4
	Supervisors	-	-	-	1	1	4.5
	Peers	-	-	1	4	-	3.8
	Direct Reports	-	-	3	1	5	4.2
	Physicians/Faculty	-	-	-	-	4	5.0
	Other	-	-	1	-	4	4.6
	Self	-	-	1	-	-	3.0
Understands and manages the power and politics inherent in any organization	<b>All Raters</b>	-	-	10	10	5	3.8
	Supervisors	-	-	1	-	1	4.0
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	4	4	1	3.7
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	1	2	4.0
	Self	-	-	1	-	-	3.0
Is in touch with emotions and effects on behavior to better understand how to influence people to achieve outcomes	<b>All Raters</b>	-	2	8	8	6	3.8
	Supervisors	-	1	-	-	1	3.5
	Peers	-	-	4	1	-	3.2
	Direct Reports	-	1	3	3	2	3.7
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	1	2	1	4.0
	Self	-	-	-	1	-	4.0

## Leveraging Knowledge

		1	2	3	4	5	AVG
Demonstrates continuous-improvement mindset and knows the industry	<b>All Raters</b>	-	1	7	14	3	3.7
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	1	2	5	1	3.7
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	2	1	3.8
	Self	-	-	-	1	-	4.0
Leverages functional knowledge, technical skills and expertise and shares with others	<b>All Raters</b>	-	2	4	14	4	3.8
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	-	4	1	4.2
	Direct Reports	-	1	1	6	1	3.8
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	1	-	1	2	4.0
	Self	-	-	-	1	-	4.0
Optimizes financial acumen to make business decisions	<b>All Raters</b>	-	-	7	10	8	3.9
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	-	3	2	4.4
	Direct Reports	-	-	1	6	2	4.1
	Physicians/Faculty	-	-	3	1	-	3.2
	Other	-	-	1	-	4	4.6
	Self	-	-	-	1	-	4.0



Leveraging Knowledge cont'd

		1	2	3	4	5	AVG
Stays up-to-date with industry-specific content knowledge, rapidly assimilating and using new knowledge	<b>All Raters</b>	-	-	6	13	5	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	-	3	2	4.4
	Direct Reports	-	-	2	4	2	4.0
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	1	3	1	4.0
	Self	-	1	-	-	-	2.0
Effectively seeks and shares information	<b>All Raters</b>	-	2	6	14	2	3.5
	Supervisors	-	1	1	-	-	2.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	3	5	1	3.8
	Physicians/Faculty	-	-	-	4	-	4.0
	Other	-	1	1	2	-	3.2
	Self	-	-	1	-	-	3.0
Makes evidence-based decisions	<b>All Raters</b>	-	1	6	12	5	3.9
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	1	2	6	-	3.6
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	1	1	2	4.2
	Self	-	-	1	-	-	3.0

## Leading Self

		1	2	3	4	5	AVG
Draws on personal and professional strengths as well as areas for personal development to build capacity	<b>All Raters</b>	-	-	6	11	6	4.0
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	4	3	2	3.8
	Physicians/Faculty	-	-	-	3	1	4.2
	Other	-	-	-	1	2	4.7
	Self	-	-	1	-	-	3.0
Is aware of judgments, emotions and physical sensations resulting in greater clarity and resolve in determining the best options - especially in situations of conflict and change.	<b>All Raters</b>	-	2	6	10	6	3.8
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	3	1	1	3.6
	Direct Reports	-	1	3	2	3	3.8
	Physicians/Faculty	-	-	-	3	1	4.2
	Other	-	-	-	3	1	4.2
	Self	-	-	1	-	-	3.0
Knows one's own method of decision making and problem solving	<b>All Raters</b>	-	-	8	12	5	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	3	5	1	3.8
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	2	2	1	3.8
	Self	-	-	-	1	-	4.0

Leading Self cont'd

		1	2	3	4	5	AVG
Understands own strengths and limitations, values self-knowledge, and seeks feedback	<b>All Raters</b>	-	-	8	10	7	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	3	1	1	3.6
	Direct Reports	-	-	3	4	2	3.9
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	1	2	2	4.2
	Self	-	-	1	-	-	3.0
Manages the quality of their energy, regardless of the external pressures they're facing	<b>All Raters</b>	-	-	7	13	5	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	4	-	3.8
	Direct Reports	-	-	3	4	2	3.9
	Physicians/Faculty	-	-	1	1	2	4.2
	Other	-	-	1	3	1	4.0
	Self	-	-	1	-	-	3.0
Is responsible and accountable for actions and reactions	<b>All Raters</b>	-	-	3	13	9	4.3
	Supervisors	-	-	-	2	-	4.0
	Peers	-	-	-	4	1	4.2
	Direct Reports	-	-	2	5	2	4.0
	Physicians/Faculty	-	-	-	-	4	5.0
	Other	-	-	1	2	2	4.2
	Self	-	-	-	1	-	4.0

## Directing People

		1	2	3	4	5	AVG
Clearly communicates expectations	<b>All Raters</b>	-	1	7	13	4	3.7
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	2	6	1	3.9
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	2	1	2	4.0
	Self	-	-	1	-	-	3.0
Builds and leads teams and develops future leaders	<b>All Raters</b>	-	1	11	11	-	3.5
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	2	2	-	3.5
	Direct Reports	-	1	4	4	-	3.3
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	2	2	-	3.5
	Self	-	-	1	-	-	3.0
Challenges other people appropriately and rejects mediocrity	<b>All Raters</b>	-	3	8	10	4	3.5
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	2	3	-	3.6
	Direct Reports	-	1	3	4	1	3.6
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	1	1	-	3	4.0
	Self	-	-	-	1	-	4.0

Directing People cont'd

		1	2	3	4	5	AVG
Constructively supports and manages disagreements	<b>All Raters</b>	-	-	11	12	1	3.6
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	2	3	-	3.6
	Direct Reports	-	-	5	3	-	3.4
	Physicians/Faculty	-	-	1	2	1	4.0
	Other	-	-	1	4	-	3.8
	Self	-	-	1	-	-	3.0
Entrust work to others, utilizing individual and team strengths to achieve goals	<b>All Raters</b>	-	2	8	11	3	3.5
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	3	2	-	3.4
	Direct Reports	-	1	2	4	2	3.8
	Physicians/Faculty	-	-	1	2	-	3.7
	Other	-	-	2	2	1	3.8
	Self	-	-	1	-	-	3.0
Instructs, guides, and oversees the performance of staff	<b>All Raters</b>	-	-	10	10	2	3.5
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	3	5	1	3.8
	Physicians/Faculty	-	-	1	2	-	3.7
	Other	-	-	2	1	-	3.3
	Self	-	-	1	-	-	3.0

## Influencing Others

		1	2	3	4	5	AVG
Engages with impact motivating, persuading and exciting others	<b>All Raters</b>	-	4	10	10	1	3.3
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	3	2	-	3.4
	Direct Reports	-	2	3	3	1	3.3
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	1	3	1	-	3.0
	Self	-	-	-	1	-	4.0
Cuts through the noise with authentic, credible self-promotion that helps others as well as themselves	<b>All Raters</b>	-	-	12	12	1	3.5
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	2	3	-	3.6
	Direct Reports	-	-	6	2	1	3.4
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	1	4	-	3.8
	Self	-	-	-	1	-	4.0
Serves as a change agent, assists others in understanding needed changes, reasons for change and the change process	<b>All Raters</b>	-	2	6	16	1	3.6
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	2	3	-	3.6
	Direct Reports	-	1	2	6	-	3.6
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	1	3	1	4.0
	Self	-	-	1	-	-	3.0

Influencing Others cont'd

		1	2	3	4	5	AVG
Establishes and models standards that fosters exceptional quality and continuous improvement	<b>All Raters</b>	-	-	7	17	1	3.7
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	-	5	-	4.0
	Direct Reports	-	-	3	6	-	3.7
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	2	1	3.8
	Self	-	-	-	1	-	4.0
Articulates ideas clearly and organizes ideas effectively	<b>All Raters</b>	-	-	8	12	5	3.8
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	3	5	1	3.8
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	1	3	1	4.0
	Self	-	-	-	1	-	4.0
Communicates organizational mission, vision, objectives and priorities	<b>All Raters</b>	-	1	7	11	6	3.8
	Supervisors	-	-	2	-	-	3.0
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	2	5	2	4.0
	Physicians/Faculty	-	-	1	2	1	4.0
	Other	-	1	1	1	2	3.8
	Self	-	-	1	-	-	3.0

## Initiating Action

		1	2	3	4	5	AVG
Takes action without being prompted and takes personal responsibility	<b>All Raters</b>	-	-	3	13	8	4.1
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	1	5	3	4.2
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	-	2	2	4.5
	Self	-	-	-	1	-	4.0
Leads a transformation/change agenda	<b>All Raters</b>	-	-	9	12	4	3.8
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	5	3	1	3.6
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	1	2	2	4.2
	Self	-	-	-	1	-	4.0
Executes the vision	<b>All Raters</b>	-	1	9	10	5	3.7
	Supervisors	-	1	-	1	-	3.0
	Peers	-	-	2	2	1	3.8
	Direct Reports	-	-	5	3	1	3.6
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	1	1	3	4.4
	Self	-	-	-	1	-	4.0



Initiating Action cont'd

		1	2	3	4	5	AVG
Has high level of energy and motivation to sustain performance over time	<b>All Raters</b>	-	-	10	12	3	3.8
	Supervisors	-	-	1	-	1	4.0
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	5	3	1	3.6
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	3	-	3.6
	Self	-	-	-	1	-	4.0
Turns ideas into actions that result in getting things implemented	<b>All Raters</b>	-	1	10	11	3	3.7
	Supervisors	-	-	1	-	1	4.0
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	1	5	2	1	3.3
	Physicians/Faculty	-	-	1	3	-	3.8
	Other	-	-	2	3	-	3.6
	Self	-	-	1	-	-	3.0
Shows good judgment in strategies, tactics, and people decisions, reversing course quickly when needed	<b>All Raters</b>	-	-	10	8	7	4.0
	Supervisors	-	-	1	-	1	4.0
	Peers	-	-	3	1	1	3.6
	Direct Reports	-	-	5	3	1	3.6
	Physicians/Faculty	-	-	1	1	2	4.2
	Other	-	-	-	3	2	4.4
	Self	-	-	1	-	-	3.0

## Relating Successfully

		1	2	3	4	5	AVG
Works collegially, recognizes importance of relationships, inclusivity, and diversity	<b>All Raters</b>	-	-	2	14	9	4.3
	Supervisors	-	-	-	2	-	4.0
	Peers	-	-	-	4	1	4.2
	Direct Reports	-	-	1	6	2	4.1
	Physicians/Faculty	-	-	-	1	3	4.8
	Other	-	-	1	1	3	4.4
	Self	-	-	-	1	-	4.0
Maintains broad internal and external networks of business relationships	<b>All Raters</b>	-	1	7	12	5	3.8
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	1	2	4	2	3.8
	Physicians/Faculty	-	-	2	2	-	3.5
	Other	-	-	1	2	2	4.2
	Self	-	1	-	-	-	2.0
Interacts capably with a wide variety of stakeholders	<b>All Raters</b>	-	-	3	14	8	4.2
	Supervisors	-	-	-	1	1	4.5
	Peers	-	-	-	4	1	4.2
	Direct Reports	-	-	1	5	3	4.2
	Physicians/Faculty	-	-	1	1	2	4.2
	Other	-	-	1	3	1	4.0
	Self	-	-	1	-	-	3.0

Relating Successfully cont'd

		1	2	3	4	5	AVG
Builds trusting, collaborative relationships	<b>All Raters</b>	-	1	6	11	7	3.9
	Supervisors	-	1	-	-	1	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	3	4	2	3.9
	Physicians/Faculty	-	-	1	2	1	4.0
	Other	-	-	1	2	2	4.2
	Self	-	-	-	1	-	4.0
Shows empathy towards others and considers other feelings	<b>All Raters</b>	-	-	10	8	7	3.9
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	5	2	2	3.7
	Physicians/Faculty	-	-	1	2	1	4.0
	Other	-	-	2	-	3	4.2
	Self	-	-	1	-	-	3.0
Actively listens, offers full attention when others speak, and is seen as a coach and mentor	<b>All Raters</b>	-	-	6	10	9	4.1
	Supervisors	-	-	1	1	-	3.5
	Peers	-	-	1	3	1	4.0
	Direct Reports	-	-	3	3	3	4.0
	Physicians/Faculty	-	-	-	2	2	4.5
	Other	-	-	1	1	3	4.4
	Self	-	-	1	-	-	3.0

## General Comments

(Supervisor's comments in boldface.)

To be even more effect, what counsel would you offer this leader?

- Sometimes it's not possible to please all parties when making a decision. I believe the best course of action is to seek feedback and then move forward. This department needs senior leadership to support middle management when it comes to taking action on inappropriate behavior by providers and staff. I believe Executive is doing this and his continued support is appreciated by many more than middle management.
- This is tough as I don't see the picture from his level. However, sometimes he can be a little slow in making decisions. It can be a little challenging when there are initiatives that need to move along quicker. He does tend to be physician centric.
- Executive is a huge asset to Organization and a tremendous rising leader. Just continue to grow in the role of VP.
- 1. To take more risks with decision making especially where those risks aren't as significant.  
2. Assert yourself as that leader who will engage, however is willing to make the difficult but right decision.
- Executive has effectively led the organization through a period of high velocity change. To be effective moving forward, he will need to build a larger and more diverse team of that will engage the daily work of organizational problem solving, supporting staff, and execution on the vision. The challenge will be securing resources to expand this team and then coach them to excellence.
- Increase culture building activities. There are a lot of silos across the team and a lot of staff look to others to solve their problems. Visibility into what's working well and not needs to be enhanced at every level and staff need to be encouraged to utilize one another to build identity. I think we are just beginning to scratch the surface of culture building and the more we can make this a priority and show staff this is a priority the better off we will be.
- Being a leaders isn't about being the loudest in the room, and I believe that is a trait Executive possesses.
- I only work with Executive in large organizational meetings so still learning his approach and style but am impressed with what I have experienced this far.  
  
opportunity for improvement would be related to better connecting oncology SBU activity to health system activity. SBU results and decision are mostly removed from why field of view.
- Executive is a calm, thoughtful and effective leader. while I very much respect and appreciate his supporting us and allowing his directors/managers to "lead", there is one leader who appears to be "splitting" some of the staff, which I believe should be acted upon. Perhaps a bit more visibility on the units would be appreciated as well. I recognize that this is difficult to do on a regular basis given his intense schedule.
- Executive has a somewhat difficult role as he needs to lead and be a champion for Oncology, but also be cognizant of the overarching goals of Organization. When those two conflict, question is how can he best meet both sides to move forward as he can sometimes come off very oncology centric, and miss the bigger picture. Developing more of an outside picture (and making sure to get input/understand all viewpoints prior to making decisions) will help him.
- There is a tough balance between inspiring managers into performance and pushing them to the point of frustration. Executive understands this, and I consistently see him continuing to work on this balance.

- Take time to consider your various leaders' approaches and styles so you can leverage them more effectively. Continue to connect the team in both leadership and technical skills development so we grow as a group and become a true team vs. group who knows one another and attends meetings together. Focus on team-building and empowering the team to deliver results.

Push the leaders and teams toward a goal of excellence.

- Please be more direct in difficult situations, or when you feel staff does not exactly know what is expected of them. I'm not sure it is always clear who is responsible for what when meetings/tasks are being assigned.
- **(Supervisor) Not much to offer. Executive was the right choice for this role! Doing great work. Maybe just a reminder to look back periodically to ensure you have the large, diverse team of people still following the rapidly changing environment that we all work in every day. Keep those trusting relationships active and engaged.**

When this leader is at their best leading others and the organization, what are they doing?

- Being present, asking for feedback, action oriented, and supporting changes with data.
- Driving strategy collaboratively with others within a very complex service line
- **(Supervisor) Level headed and an operational focus on the care delivery to patients. Has a great understanding of the purpose and mission along with the pragmatic operational/financial details it takes to build and sustain complex delivery of care. I see this in 1:1 meetings, small group meetings, and in larger settings. A great combination of detail and strategy, emphasizing each component at the right time to effectively make a point and/or advance the topic with others. This creates the followership necessary to be an effective leader.**
- Leading by example and demonstrating effective thought-leadership. I'm continuously impressed with Patrick's ability to assess situations in a thoughtful and strategic manner. He models sincere commitment to this organization and his role.
- Executive is at his best when he is actively listening and providing mentorship. He is great at hearing my concerns, breaking the problem down and coaching me to a solution that moves my work forward. I also really appreciate how Executive always keeps the patient experience and impact at the forefront. Executive provides a great balance between what is important for business (finances and staffing), but also what is best for the patient, and it's genuine. I wish Executive could continue to step away from day to day operations so he could operate more at a strategic level.
- I appreciate Executive's calm and thoughtful approach. He has an eye on the goals for the oncology program and clearly communicates it to his leadership team. He has created initiatives for us to meet and work together as a group which is much appreciated. He gives us fair and honest feedback and challenges us to grow. I believe he is doing a superb job in this role.
- listening, challenging idea's and thought processes, holding people to a high standard of care.
- Executive consistently practices active listening. He pauses to truly understand the perspectives of others, repeats it back to ensure shared understanding, and then re-considers topics with a flexibility that genuinely reflects that he's processed new inputs.
- Making it safe to think out loud with him, not feeling you have to have a problem figured out or a course of action identified before discussing it with him.

Listening for content. Asking what he can do to assist. Providing context and the bigger picture for decisions that may not be what we want to hear.

Makes himself available when direct reports have an urgent need.

- Executive leads by example and honors Organization values. He's also strategic in his thinking.
- Executive is capable of listening supportively but non reactively to a host of concerns that are often presented with substantial volume. He appropriately challenges people to get to the data rather than focusing on the drama. He is a strong anchor in stressful times and reminds teams that thoughtful attention to detail and disciplined execution on key objectives will deliver in the end.
- Executive is very analytical which is great - he does a good job with utilizing data in discussing his reasons and/or perceptions on thoughts. I've been impressed with Executive during his time prior to receiving the formal VP role on how he overcame some perceptions about his leadership, he seemed very open to constructive feedback. His open communication and ability to step back and change course has also been impressive in certain situations.
- Executive is a great leader and I am pleased to be under his leadership. Executive knows Organization and the cancer service line very well. He is resourceful and knowledgeable. He is very good at communicating, always responsive to emails. Executive is supportive yet realistic. He is working to bring the cancer service line managers together and assisting us to successfully lead our respective departments.
- Executive is most effective when he has the authority to make the decision. However, there are a great many things he does not have direct control over, and that hinders progress.
- Program development. Taking the steps and educating the team on what the goal/target is and working on laying path to get there. Seeking feedback along the way and bring team along together. One of Patrick's greatest strengths.
- Patrick's messaging is consistently focused on the vision and goals, but I appreciate that he seeks understanding of the weeds of the problems in order to understand the barriers faced by staff. He analyzes problems and identifies the best people on the various teams to work collectively toward resolution.

## Item-Specific Comments

Please elaborate on: "Decides with speed and conviction, has mental agility"

- I wouldn't call him the fastest of decision makers. My perception is that he likes to have all the details and needs to think on things before deciding or acting.
- Guarded before proceeding for all the right reasons. Could benefit by taking quicker "leaps" especially with those decisions that have lower risk.

Please elaborate on: "Raises vital questions and problems, formulating them clearly and precisely"

- I enjoy the thought process Executive exhibits.

Please elaborate on: "Knows potential impacts and consequences of decision making in situations both internally and externally"

- Executive has begun to focus more fluently on how internal decision impact external clients and relationships.

Please elaborate on: "Shows patience and responds calmly to stressful or trying situations"

- I do not believe I have seen anything less than patience from Executive. He is a model of calmness in a workplace.

Please elaborate on: "Understands own strengths and limitations, values self-knowledge, and seeks feedback"

- This 360 review is evident that Executive values constructive feedback from his peers.

Please elaborate on: "Builds and leads teams and develops future leaders"

- This is dependent on who it is. I feel like I am coached more than anything else and I appreciate the balance I am given. However, I see Executive and others step in to pick things up when staff hit barriers more often than not things are done for them versus the staff being coached through it. I would like to see a culture shift in which we coach and develop leaders versus just doing. I think this can be applied in all areas and levels of management throughout the Knight.

Please elaborate on: "Challenges other people appropriately and rejects mediocrity"

- In his current position, yes.

Please elaborate on: "Entrust work to others, utilizing individual and team strengths to achieve goals"

- Executive demonstrates trust in his team leaders. He is always available to help when asked.
- This is an area I believe Executive does a very well: empowering his team to make the right decision.
- See this as transitional with new VP role.

Please elaborate on: "Engages with impact motivating, persuading and exciting others"

- Area of opportunity? From my observation, I don't see this consistently.
- Executive typically approaches situations with a similar tempo and style, and I think this works well much of the time, but in some scenarios other leadership frames are needed. Front line staff especially take notice of when Executive makes rounds and what message he is delivering. I would suggest leveraging various leadership frames and his position to excite a wider audience at multiple levels - especially the front lines of care across oncology.

Please elaborate on: "Serves as a change agent, assists others in understanding needed changes, reasons for change and the change process"

- Speak more to the changes and shifts of health care - why we are changing now and why we need to change for our mission and teams. Executive has shared the vision for oncology, but I would suggest more town hall style sessions that include smaller audiences (25 - 40 people) to provide a broader understanding around shifts in health care, oncology, and why we need to shift strategically in various areas to be successful moving forward.

Please elaborate on: "Communicates organizational mission, vision, objectives and priorities"

- The group as a whole can struggle with communicating in silos. There is always room for improving visibility into one another's work.

Please elaborate on: "Builds trusting, collaborative relationships"

- One of Patrick's best assets is that he builds trust by consistently demonstrating respect of others. He does not speak poorly of peers, superiors or direct reports. In seeking feedback or discussing a situation that has not gone well, he never throws others under the bus, but rather seeks facts and deeper understanding of barriers and consequences. This level of professionalism is critical in this role where he is the connector of multiple groups - staff, faculty, senior leaders, other departments/services across campus, etc.

Please elaborate on: "Actively listens, offers full attention when others speak, and is seen as a coach and mentor"

- Executive exudes calmness, even under stress. This demeanor lends to steady, even communication and active listening which I so appreciate.





## Business Objectives

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## Strengths to Leverage

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## Development Areas

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