Nurse Manager Report

Prepared for Sam Sample

Number of outside raters: 12

November 18, 2017

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 Nurse Manager Survey measures the 16 most important competencies needed for success.

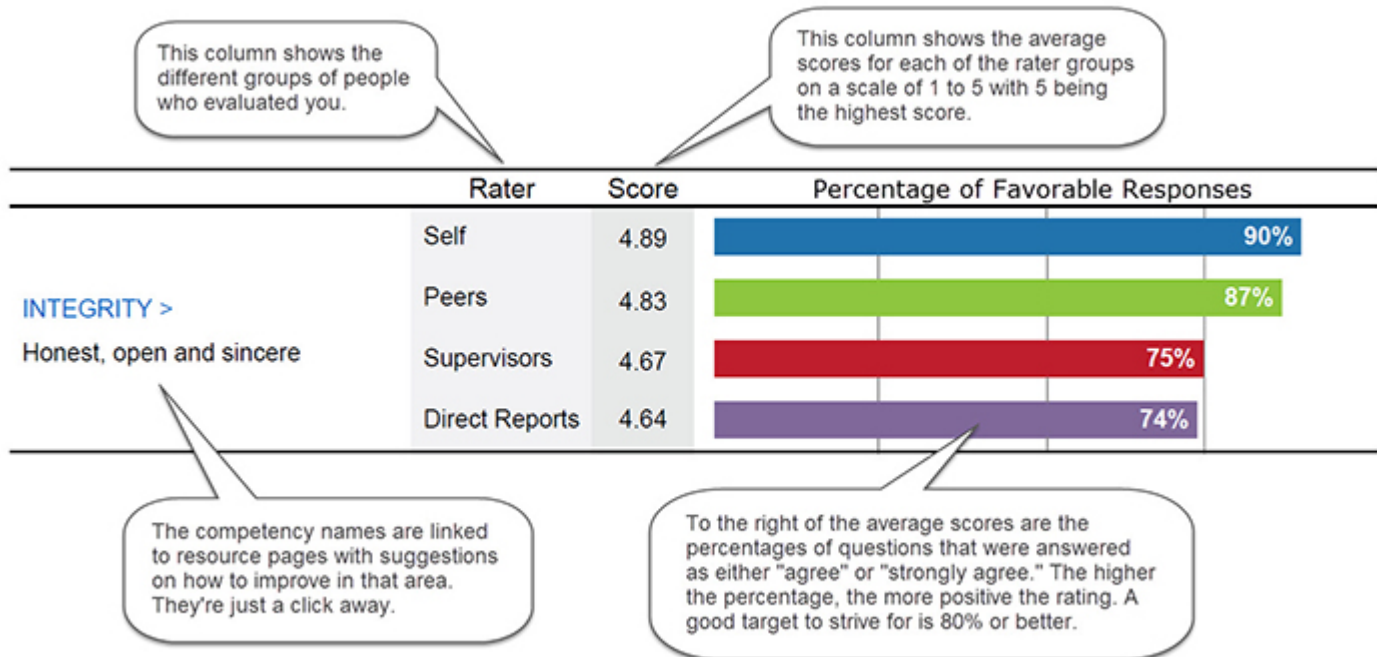| PERSONAL QUALITIES	INTERPERSONAL SKILLS
• Ethical Behavior • Clinical Knowledge • Personal Development • Self-Awareness	• Respect for Others • Cultural Sensitivity • Communication • Conflict Management

BUSINESS SKILLS	LEADERSHIP SKILLS
• Staffing Strategies • Shared Decision Making • Quality Improvement • Technology	• Team Climate • Performance Mgmt • Staff Development • Problem Solving

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.

This column shows the different groups of people who evaluated you.

This column shows the average scores for each of the rater groups on a scale of 1 to 5 with 5 being the highest score.

Rater	Score	Percentage of Favorable Responses
Self	4.89	90%
Peers	4.83	87%
Supervisors	4.67	75%
Direct Reports	4.64	74%

INTEGRITY >
Honest, open and sincere

The competency names are linked to resource pages with suggestions on how to improve in that area. They're just a click away.

To the right of the average scores are the percentages of questions that were answered as either "agree" or "strongly agree." The higher the percentage, the more positive the rating. A good target to strive for is 80% or better.

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.

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.

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

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	3.50	58%
	Peers	4.27	88%
	Supervisors	3.82	72%
	Direct Reports	4.12	78%
INTERPERSONAL SKILLS	Self	3.58	66%
	Peers	3.49	65%
	Supervisors	3.58	75%
	Direct Reports	3.48	61%
BUSINESS SKILLS	Self	3.92	83%
	Peers	3.88	77%
	Supervisors	3.80	80%
	Direct Reports	3.87	76%
LEADERSHIP SKILLS	Self	4.08	75%
	Peers	4.35	91%
	Supervisors	4.25	83%
	Direct Reports	3.79	74%

⬆ HIGH SCORES
- No High Scores

⬇ LOW SCORES
- Interpersonal Skills (Peers)
- Interpersonal Skills (Direct Reports)
- Leadership Skills (Direct Reports)

👍 HIDDEN STRENGTHS
- Personal Qualities (Self vs Peers)
- Personal Qualities (Self vs Direct Reports)

⚠ BLIND SPOTS
- No Blind Spots

COMMENTS

- Sam has a strong commitment to BH, staff, families, patients and managers. He wants us to be the best we can be. With our current situation of poor staffing, critically ill patients, and a brand new night shift of new nurses, he needs to keep in mind that educating our new people and supporting them through the orientation process needs to be the staff's first priority. We can only do so much work and handle only so much stress.
- Strong leader, independent, consistently working towards professional growth. Would like to see him have healthier work-life balance. Sam always sees the best in people, however would like to see him challenge quicker those team members not meeting expectations. I think this would help staff to see their feedback and concerns are truly being heard AND action is being taken to address issues.

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
ETHICAL BEHAVIOR > Honest and ethical with strong personal values	Self	3.67	66%
	Peers	3.62	66%
	Supervisors	3.67	66%
	Direct Reports	3.70	70%
CLINICAL KNOWLEDGE > Possesses general knowledge of the healthcare field	Self	3.33	33%
	Peers	4.74	100%
	Supervisors	4.67	100%
	Direct Reports	4.82	100%
PERSONAL DEVELOPMENT > A commitment to personal growth and healthy practices	Self	3.33	66%
	Peers	4.50	100%
	Supervisors	3.00	50%
	Direct Reports	3.73	63%
SELF-AWARENESS > Aware of strengths and weaknesses	Self	3.67	66%
	Peers	4.26	89%
	Supervisors	3.67	66%
	Direct Reports	4.20	80%

⬆ HIGH SCORES
- Personal Development (Peers)

👍 HIDDEN STRENGTHS
- Personal Development (Self vs Peers)
- Self-Awareness (Self vs Peers)
- Self-Awareness (Self vs Direct Reports)
- Clinical Knowledge (Self vs Peers)
- Clinical Knowledge (Self vs Supervisors)
- Clinical Knowledge (Self vs Direct Reports)

⬇ LOW SCORES
- Ethical Behavior (Peers)
- Personal Development (Supervisors)

⚠ BLIND SPOTS
- No Blind Spots

COMMENTS

- Sam has emailed the staff about deadlines for immunizations or certifications that has had a threatening tone to them. A friendly reminder is appreciated, but threatening to take staff off of the schedule is harsh and unappreciated by most of the nurses who realize their professional obligations.

- Sam is an excellent manager and is very hard working. He will assist anyone in need and is always aware of the needs of the patients on his unit as well as his RN staff. Sam has a great attitude and is always willing to help others.

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
RESPECT FOR OTHERS > Shows respect and concern for all people	Self	2.67	33%
	Peers	2.10	30%
	Supervisors	2.33	33%
	Direct Reports	2.42	16%
CULTURAL SENSITIVITY > Sensitive to the challenges and needs of various groups	Self	3.67	66%
	Peers	3.35	60%
	Supervisors	3.67	66%
	Direct Reports	3.09	54%
COMMUNICATION > Able to listen closely and articulate ideas effectively	Self	4.00	100%
	Peers	4.68	100%
	Supervisors	4.33	100%
	Direct Reports	4.50	90%
CONFLICT MANAGEMENT > Manages conflict skillfully and proactively	Self	4.00	66%
	Peers	3.90	75%
	Supervisors	4.00	100%
	Direct Reports	4.09	90%

⬆ HIGH SCORES
- No High Scores

⬇ LOW SCORES
- Cultural Sensitivity (Peers)
- Cultural Sensitivity (Direct Reports)
- Respect for Others (Peers)
- Respect for Others (Supervisors)
- Respect for Others (Direct Reports)

👍 HIDDEN STRENGTHS
- Communication (Self vs Peers)
- Communication (Self vs Direct Reports)

⚠ BLIND SPOTS
- Cultural Sensitivity (Self vs Direct Reports)
- Respect for Others (Self vs Peers)

COMMENTS

- Sam has asked the staff to participate in many unit development committees. Nurses don't feel this is a priority when we are working short staffed and trying to orient new nurses to the unit while keeping patient care our top priority. We are being pushed to do more work with less staff and this staff is burning out and leaving.
- Very skilled listener. Able to calmly talk through most any situation and come to a resolve. Remains positive and upbeat. Always looking to improve and grow professionally.

BUSINESS SKILLS

	Rater	Score	Percentage of Favorable Responses
STAFFING STRATEGIES > Manages staffing and personnel needs effecttively	Self	4.33	100%
	Peers	3.95	78%
	Supervisors	5.00	100%
	Direct Reports	4.33	83%
SHARED DECISION MAKING > Able to evaluate options and make collaborative decisions	Self	4.00	100%
	Peers	4.26	94%
	Supervisors	4.33	100%
	Direct Reports	4.00	88%
QUALITY IMPROVEMENT > Committed to improving patient care	Self	3.67	66%
	Peers	3.86	71%
	Supervisors	3.33	66%
	Direct Reports	4.08	75%
TECHNOLOGY > Understanding of and comfort with technology	Self	3.67	66%
	Peers	3.41	64%
	Supervisors	3.33	66%
	Direct Reports	3.27	63%

⬆ HIGH SCORES
- Staffing Strategies (Supervisors)
- Staffing Strategies (Direct Reports)

⬇ LOW SCORES
- Quality Improvement (Supervisors)
- Technology (Peers)
- Technology (Direct Reports)

👍 HIDDEN STRENGTHS
- Staffing Strategies (Self vs Supervisors)

⚠ BLIND SPOTS
- No Blind Spots

COMMENTS
- Sam communicates the business side of patient care to the staff and helps us to provide service excellence to our patients and families by sharing what they say on his rounds.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses
TEAM CLIMATE > Fosters a collaborative and positive work environment	Self	5.00	100%
	Peers	4.76	100%
	Supervisors	5.00	100%
	Direct Reports	4.58	100%
PERFORMANCE MGMT > Monitors and improves employee performance	Self	4.00	66%
	Peers	4.20	90%
	Supervisors	4.67	100%
	Direct Reports	3.36	54%
STAFF DEVELOPMENT > Invests time and energy to develop direct reports	Self	4.00	66%
	Peers	4.65	100%
	Supervisors	4.00	66%
	Direct Reports	4.22	100%
PROBLEM SOLVING > Identifies and responds to issues that need immediate attention	Self	3.33	66%
	Peers	3.65	70%
	Supervisors	3.33	66%
	Direct Reports	3.00	45%

⬆ **HIGH SCORES**
- No High Scores

👍 **HIDDEN STRENGTHS**
- Staff Development (Self vs Peers)
- Performance Mgmt (Self vs Supervisors)

⬇ **LOW SCORES**
- Performance Mgmt (Direct Reports)
- Problem Solving (Direct Reports)

⚠ **BLIND SPOTS**
- Performance Mgmt (Self vs Direct Reports)

COMMENTS

- Sam is a great leader. He tries hard to lead by example which means he leads with his strong character, great faith and giving others the benefit of doubt. He doesn't assume the cause of the problem until he gathers more feedback. Since becoming the manager, Sam strives to be the best leader for the staff and patients.
- We have lost most of our management team in the last year. This puts a tremendous burden on Sam. If the workload was lessened I believe our management team would still be intact. This model is not working for our unit and I fear that Sam will burn out.
- Displays advanced leadership skills. Consistently open to feedback to improve self and team.
- Sam is very optimistic and has very high expectations of his nurses. Sometimes I think he expects a lot of his staff and does not take in to account that sometimes our rescources are inadequate to provide the level of care that is expected. He is very willing to come on to the unit and help and that is very much appreciated. I

also think that his expectation that staff is to attend a 4+ hrs meeting every 3 months is excessive. Sam
- has been in multiple leadership skills within BH. He has been a resource to several teams and now manager of one of them. Sam has strong leadership skills and knows what a staff RN needs to be doing.

REFLECT

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. _____

GOAL SETTING GUIDANCE

"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/nurse-manager-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.