MONTANA MEDICAL ASSOCIATION

PHYSICIAN LEADERSHIP PROGRAM

360 ASSESSMENTS

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Survey tool includes perceptions by physicians and their colleagues regarding emotions, tasks, relationships, and engagement.

Open-ended questions were added to help enrich the data and gain a better understanding of leadership skills.

Calculated like a score in a class but think of it more like a survey.
360 SCORES

- A performance appraisal evaluation developed over 20 years ago that uses a multiple-input approach to performance feedback.

- The assessments are a collection of data from colleagues, subordinates, supervisors and where appropriate, clients.

- The goal of the 360 assessment is to illuminate how well employees are performing and how individuals might need to change their behaviors to create a more productive workplace.

LIMITATIONS

- Not a random sample
- A “snapshot” in time
- Must get same 360 respondents to respond at follow-up or at least same number of people
- Changes are made in fractions of a point
- This is only one piece of data

See: Jackson, E. 2012. The 7 reasons why 360 degree feedback programs fail, Forbes, retrieved from http://onforbes.es/Rnuo7q
Mosaic Emotional Quotient™
High & Low Scores
Class Average = 84.5%
360 Average = 90.8%
Mosaic Emotional Quotient™
Scored Self Higher or Lower than Class Average

- Higher than class average: 30.0%
- Lower than class average: 55.0%
- Equal to class average: 15.0%
Mosaic Emotional Quotient™
Scored Self Higher or Lower than 360

- 10.0% Higher than 360
- 90.0% Lower than 360
MOSAIC EMOTIONAL QUOTIENT™

- Highest Class Average Indicator
  - Conducts one’s self with the guiding principles governing the medical profession

- Lowest Class Average Indicator
  - Understands how he/she is perceived by others
MOSAIC EMOTIONAL QUOTIENT™

- Highest 360 indicator
  - Demonstrates strong moral principles

- Lowest 360 indicator
  - Understands how he/she is perceived by others
Mosaic Task Quotient™

High & Low Scores
Class Average = 79.5%
360 Average = 88.6%
Mosaic Task Quotient™
Scored Self Higher or Lower than Class Average

- 50.0% Higher than class average
- 50.0% Lower than class average
Mosaic Task Quotient™
Scored Self Higher or Lower than 360

- 95.0% Lower than 360
- 5.0% Higher than 360
MOSAIC TASK QUOTIENT™

- Highest Class Average Indicator
  - Takes ownership of issues

- Lowest Class Average Indicator
  - Creates written long-term plans
MOSAIC TASK QUOTIENT™

- Highest 360 indicator
  - Takes ownership of issues

- Lowest 360 indicator
  - Creates written long-term plans
Mosaic Relationship Quotient™

High & Low Scores
Class Average = 81.3%
360 Average = 89.2%

<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>Low</th>
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</thead>
<tbody>
<tr>
<td>Self</td>
<td>97.8%</td>
<td>64.8%</td>
</tr>
<tr>
<td>360</td>
<td>98.9%</td>
<td>81.9%</td>
</tr>
</tbody>
</table>
Mosaic Relationship Quotient™
Scored Self Higher or Lower than Class Average

- Higher than class average: 40.0%
- Lower than class average: 50.0%
- Equal to class average: 10.0%
Mosaic Relationship Quotient™
Scored Self Higher or Lower than 360

10.0% Higher than 360
90.0% Lower than 360
MOSAIC RELATIONSHIP QUOTIENT™

- Highest Class Average Indicator
  - Keeps one's word, is dependable

- Lowest Class Average Indicator (4-way tie)
  - Effectively negotiates organizational politics
  - Demonstrates communication skills by expressing oneself clearly
  - Generates acceptance without the use of force or command
  - Inspires better performance that motivates others
MOSAIC RELATIONSHIP QUOTIENT™

- Highest 360 Indicator
  - Keeps one's word, is dependable

- Lowest 360 Indicator
  - Effectively negotiates organizational politics
Engaged Physician
High & Low Scores
Class Average = 87.9%
360 Average = 87.9%

Self

100.0%
64.8%

360

100.0%
81.9%
Engaged Physician
Scored Self Higher or Lower than Class Average

- Higher than class average: 30.0%
- Lower than class average: 65.0%
- Equal to class average: 5.0%
Engaged Physician
Scored Self Higher or Lower than 360

- Higher than 360: 15.0%
- Lower than 360: 85.0%
QUALITATIVE QUESTIONS

- Open-ended questions are designed for rich feedback
- Comments gave good examples of strengths and areas of opportunity
HOW TO USE YOUR ASSESSMENT?

- Identify your areas of strengths and reinforce them
- Work with Wendy on areas of opportunity
- Use this feedback experience to learn how to give constructive employee feedback
- Seek out others in this class to learn from