MONTANA MEDICAL ASSOCIATION

PHYSICIAN LEADERSHIP EFFECTIVENESS PROGRAM

360 ASSESSMENTS

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• Several months to develop survey tool; tested to enhance validity.

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

• 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
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
Physicians and respondents both said physicians demonstrate strong moral principles, but are not sure how they are perceived by others.
Physicians and respondents both believe physicians take ownership of issues, but don’t create written, long-term plans. Physicians also believe physicians think beyond their own self-interest.
Physicians and respondents believe physicians keep one’s word and are dependable, but physicians believe they might not demonstrate effective non-verbal skills and respondents believe they may not maintain relationships by managing tense situations.
Average physician confidence scores: 82%

Average 360 respondent scores: 88%
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

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QUESTIONS?