

Individual 360: David Graham

Responses to date: 1 self-assessment and 14 contributor responses

Executive summary



You received a good review.

Your overall score was **81%**. This is the average of your self-assessment and your contributors' assessment. Even with this good score you are just around the mid-point score in our research database. You have the potential to get into the top 10% of database scores. On the following pages look at the individual items you would like to score higher on, click on the recommended exercises and push yourself to get into the top 10%.

What's in this report



- * A detailed personal profile, benchmarking you against our database.
- * Your signature strengths and challenges.
- * A list of potential development needs pinpointed by you and your contributors.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

Resources to use alongside this report



Individual 360 FAQs

A concise guide to the individual 360: why individual 360s are great to do, and how the process works.

[Individual 360 Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

[Expert Guidance](#)

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How to use this report



Step 1: Review your 360 report.

What themes have been brought out? What do your contributors think are the most important things for you to work on? What do they see as your main strengths? Do these tally with your own view?



Step 2: Think about what you are going to do with the feedback in your 360.

You might have set up the 360 for a specific reason, or part of a process. If not, would it help to have someone to talk it through with? Maybe a coach or your supervisor? Or a close friend or colleague to act as a sounding board? The key is to find a person who will have your interests at heart, will listen well, and help you reflect on your best next steps.



Step 3: Think about your development priorities.

Look for aspects of your review that you feel show potential for you. These may well be things you are already good at but want to take to a higher level. Low scores only need addressing if they are critical to the role that you play now or want to play in the future. Focus on developing a style and skills that feel true to you.



Step 4: Click the links to the recommended exercise(s) in your 360 report,

or use the [Expert Guidance](#) section of the website to find out more about your chosen areas of potential development.



Step 5: Work on the recommended exercise, on your own or alongside your coach or colleague.

See where the exercise takes you. If you can, adopt an open and reflective state of mind to give yourself the maximum chance of learning from it.



Step 6: Decide on your next actions.

Come up with a plan of how you can improve. Write down some targets and deadlines and, most important, set yourself some actions **for the next seven days** that will give you some momentum and move your plan forward.

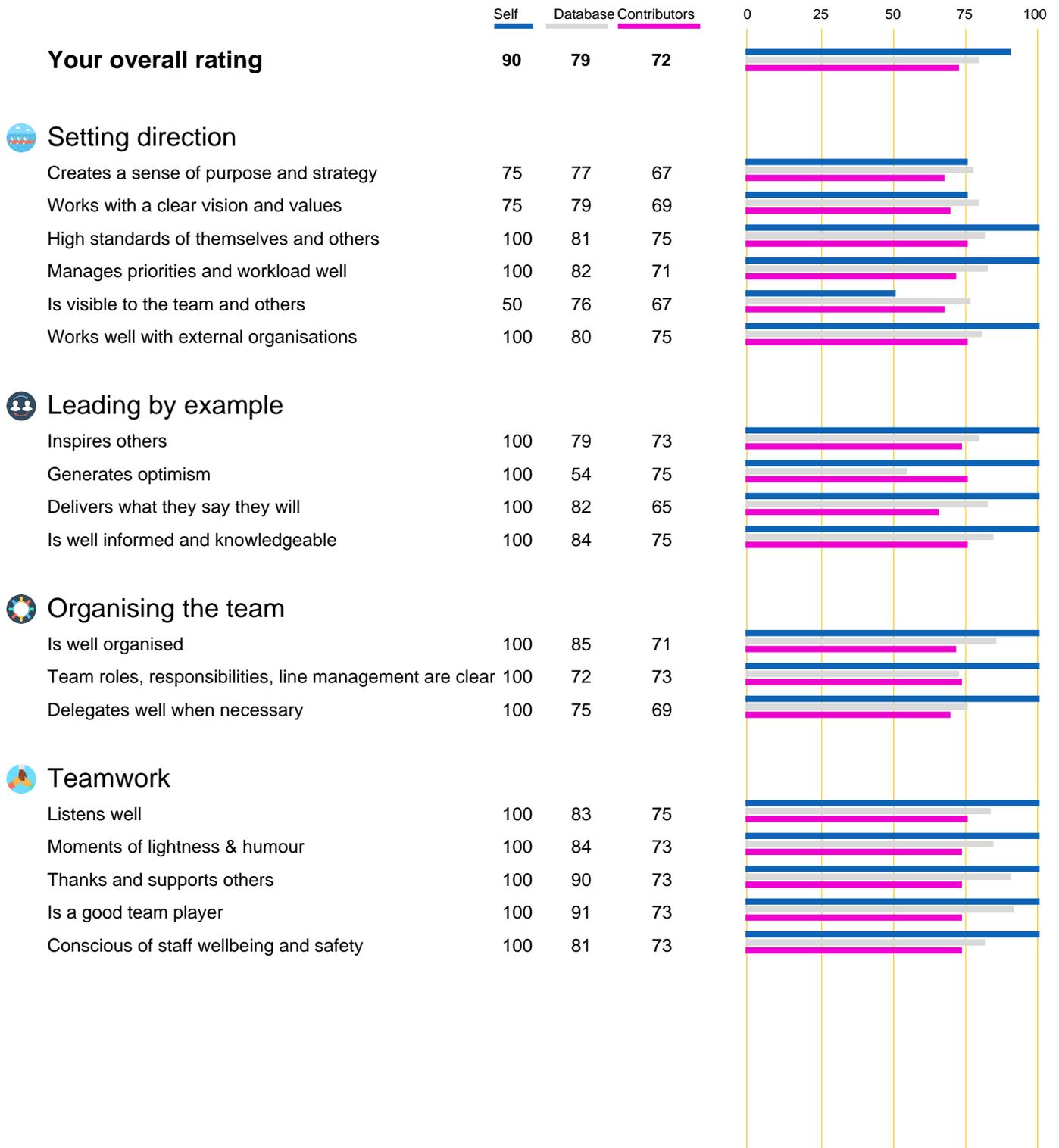
Good luck!

PS: you might also think about sharing your 360 feedback with your team.

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Your Detailed Personal Profile



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 This score is in top 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

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Your Signature Strengths

Your view - highest 4 scores (see previous page) as rated by you:

- 100% Bounces back if things don't go according to plan
- 100% Empowers people around them
- 100% Helps team members keep a good work-life balance
- 100% Performs well under pressure

Your 360 contributors' view - highest 4 scores (see previous page) as rated by your contributors:

- 77% Values diversity
- 75% Bounces back if things don't go according to plan
- 75% Listens well
- 75% Performs well under pressure

Your Challenges

Your view - lowest 4 scores (see previous page) as rated by you:

- 50% Has a supportive approach to appraisals
- 50% Encourages all members to share their views and provides a safe space for them to do so
- 50% Helps team members improve their skills
- 50% Is visible to the team and others

Your contributors' view - lowest 4 scores (see previous page) as rated by your contributors:

- 65% Deals well with challenging behaviour and performance, regardless of a person's seniority
- 65% Makes the most the team's qualifications, skills and experience
- 65% Delivers what they say they will
- 67% Creates a sense of purpose and strategy for the PCN and its team

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Suggestions for Development

The questionnaire asked each respondent to pick up to three areas to prioritise for development.

Your own suggestions for development:

The list below show areas that were picked by you:

1 votes Encourages all members to share their views and provides a safe space for them to do so

Recommended exercise link: [Psychological safety](#)

1 votes Has a supportive approach to appraisals

Recommended exercise link: [Meeting staff learning and development needs](#)

1 votes Is visible to the team and others

Recommended exercise link: [Increasing engagement](#)

1 votes Deals with conflicts of interest well when they arise

Recommended exercise link: [Conflicts of interest](#)

Suggestions that were picked by more than one contributor:

The list below show areas that were picked by more than one contributor:

3 votes Is visible to the team and others

Recommended exercise link: [Increasing engagement](#)

3 votes Deals with conflicts of interest well when they arise

Recommended exercise link: [Conflicts of interest](#)

2 votes Deals well with challenging behaviour and performance, regardless of a person's seniority

Recommended exercise link: [Managing challenging behaviour](#)

2 votes Sharing information well

Recommended exercise link: [Sharing information well](#)

2 votes Clarity over team members' roles, responsibilities and line management

Recommended exercise link: [Clarity over team members' roles, responsibilities and line management](#)

2 votes Delivering what they say they will

Recommended exercise link: [Reviewing progress on delivery](#)

2 votes Has a supportive approach to appraisals

Recommended exercise link: [Meeting staff learning and development needs](#)

2 votes Creates a sense of purpose and strategy for the PCN and its team

Recommended exercise link: [Clarifying objectives](#)

2 votes Consulting the team appropriately

Recommended exercise link: [Consulting the team appropriately](#)

2 votes Makes the most the team's qualifications, skills and experience

Recommended exercise link: [Delegating](#)

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What do you think are your main strengths?

What you say:

"I think I'm a good fit for this role, I've been in primary care for a while, I get the challenges. I have formed good relationships with the PMs of each practice, perhaps less so with the partners and the ARRS staff but I'm working on that.

I work well with the CD - we bounce ideas off each other as we are both quite innovative. I'm less about the details, but we have an operational team so that is being done, just not by me.

I'm an IT expert which really helps with all of the services that we provide. Without that the PCN might have decided to subcontract a lot of services with a top slice of the funding, so we've kept more money in the PCN by doing it this way.

I work well with the ICB and other PCN managers/federation managers.

It's a very busy role but I feel I'm thriving in it and therefore working hard but because I want to"

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What are this person's main strengths?

What your contributors say:

"I love working with David and really pleased that he's doing this 360 - he's sometimes a bit hard on himself (wrongly!)

Very innovative, a 'can do' person that's for sure

Gets the job done

Responsive to emails"

"David tries hard to communicate with us, although it's usually by teams/screen messages/emails which is a shame, but I get that he can't be everywhere at once.

Very friendly, approachable, seems to be in the loop about what's going on locally and ahead of the curve when it comes to new innovations etc

We've just started extended access and I felt a bit micromanaged at first, but actually now that I'm working with David more I've really warmed to him - he often checks in on me, and never seems too busy to stop and have a chat.

Our meetings often have food at. seems like a small thing but it makes a massive difference

"

"I recently had a really bad day clinically at one of our practices and although the issue got sorted by me and the practice, David called me to just chat it through which I think was excellent - he does care"

"David is one of the few people that can hold his own in discussions with our federation and manages to keep a lid on their influence. it's best we keep things in house whenever we can - for the benefit of our patient population, and he totally gets that"

"our practice has a really close working relationship with the PCN. We are lucky - lots of other PCNs sound like they are run terribly. Thanks David!"

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What could you usefully improve?

What you say:

"I could definitely increase my 'visibility' - difficult to do so when covering 5 network practices - I can't be in 5 places at once, plus there isn't space for me to work from them all. I wonder how else I could do this though? More teams meetings? Do people have time? More emails? Huddles perhaps?

Appraisals and performance management of ARRS staff isn't something we have nailed - in truth I don't know if we have it nailed - I don't appraise these staff as they are clinical but we should probably have a standardised process and make sure it is supportive. I should look into that

Conflicts of interest is a difficult one too. We should probably develop a policy that we can refer to, rather than making up a solution on the spot which we currently do - that might not appear to be fair or transparent. Some people don't declare things that they perhaps should, so we need to work on that too as a group - why aren't they sharing this? I don't think it's intentional, more a lack of awareness of what a conflict is, or perhaps they don't feel confident to say it.

Our PCN is new ish - so are the relationships. We could probably bond more, socialise more, trust each other more. If we were a practice we would be a closer working team by now. I suppose I could do more to facilitate this but with the lack of time it's difficult to know how.

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What areas could they usefully improve?

What your contributors say:

"None!"

"I'm not sure what the vision of the PCN is

It's complicated as an ARRS member of staff. I know who my line manager is but they aren't always around and sometimes I end up feeling little isolated, particularly in one of our practices. It's an issue that my ARRS colleagues have too, but it doesn't seem to be being addressed. We feel that this practice doesn't value us and we're an inconvenience.

My working pattern was recently changed, in terms of where I work and when. It wasn't explained to me why, which seemed bit weird.

I've only had one appraisal and it felt pretty tick-boxy. It wasn't David doing it of course, as he isn't clinical, but I didn't really feel able to feed that back to him, until this survey came out.

"

"too many emails"

"there's one practice I dread working at. Not David's fault but I think he probably knows which one I'm talking about..."

"delegates to the practice managers too well!"

we haven't really socialised much as a group - it's important. just like a practice has a christmas party, david should organise one for the pcn too

some PCN decisions feel like they are a done deal before they reach the board

I'd like more regular updates for my partners - I'm a board member but sometimes feel like I don't now what's going on

we need more visibility on the money - the last couple of years have seen huge uplifts with covid/CD money and I'm not sure we've really properly been involved in the distribution of that

work more with the federation - we don't need to do everything ourselves

"