

## Individual 360: Dr Parsons, Clinical Director, Highcroft PCN

Responses to date: 3 self-assessment and 8 contributor responses

### Executive summary

A good result but areas you can work on.



Your overall score was **71%**. This is the average of your self-assessment and your contributors' assessment. It's a pretty good score but it's in the lower quartile of our database. You have the potential to score higher. 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 25% of database scores.

### 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



Self Database Contributors

0 25 50 75 100

### Your overall rating

73 79 69



#### Setting direction

Works with a clear vision and values	83	79	69
Creates a sense of purpose and strategy	83	77	72
High standards of themselves and others	83	81	69
Manages priorities and workload well	75	82	72
Is visible to the team and others	67	76	72
Works well with external organisations	75	80	72

#### Leading by example

Inspires others	58	79	69
Generates optimism	58	54	72
Delivers what they say they will	58	82	63
Is well informed and knowledgeable	67	84	72

#### Organising the team

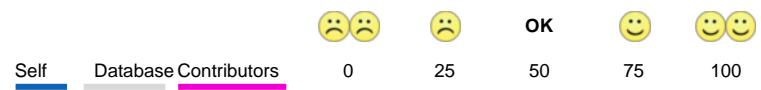
Is well organised	83	85	72
Manages priorities and workload well	83	82	72
Team roles, responsibilities, line management are clear	67	72	69
Delegates well when necessary	83	75	69

#### Teamwork

Listens well	83	83	69
Moments of lightness & humour	83	84	66
Thanks and supports others	83	90	69
Is a good team player and works collaboratively	83	50	69
Conscious of staff wellbeing and safety	83	81	75

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## Empowering people

Empowers people around them	83	84	69
Gives people autonomy over their work	83	71	66
Has a can-do attitude	83	92	69
Makes the most of the team's skills and experience	83	74	69

## Managing performance

Takes responsibility	83	84	72
Makes decisions well	83	81	69
Shares information well	83	84	72
Has a supportive approach to appraisals	75	75	69
Dealing with challenging behaviour	67	70	69

## Leading change

Builds productive relationships	75	90	69
Solves problems systematically	75	84	69
Creative and innovative	75	82	66
Helps team members improve their skills	75	86	72
Good at making change happen	50	79	69
Is flexible	67	84	72
Consults the team appropriately	58	84	69

## Psychological safety

Handling difficult conversations	58	75	69
Communicates openly and transparently	58	80	63
Deals with conflicts of interest well	50	76	69
Can talk openly about mistakes	58	84	66
Offers alternative views constructively	50	84	66

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## Inclusion

Provides a safe space for team opinions	50	80	66
Respects opinions and perspectives from the team	58	77	69
Encourages a culture of fairness, equity & respect	67	50	66
Values diversity	75	84	69

## Resilience

Supports colleagues at times of stress	75	50	63
Managing pressure	83	84	66
Bouncing back with resilience	83	84	66
Helps people with their work-life balance	83	84	69

 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:

- 83% Works with a clear vision and values
- 83% Encourages moments of lightness and humour
- 83% Bounces back if things don't go according to plan
- 83% Performs well under pressure

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

- 75% Is conscious of staff wellbeing and safety
- 72% Takes responsibility
- 72% Helps team members improve their skills
- 72% Shares information well

## **Your Challenges**

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

- 50% Deals with conflicts of interest well when they arise
- 50% Can offer analysis without people feeling criticised
- 50% Encourages all members to share their views and provides a safe space for them to do so
- 50% Is good at making change happen

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

- 63% Delivers what they say they will
- 63% Supports colleagues at times of stress
- 63% Communicates openly and transparently
- 66% Can talk openly about mistakes in an effort to improve

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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 Talking openly about mistakes**

Recommended exercise link: [Encouraging open discussion](#)

**1 votes Is visible to the team and others**

Recommended exercise link: [Increasing engagement](#)

**1 votes Communicating in an inspiring way**

Recommended exercise link: [Inspiring people](#)

**1 votes Offering alternative views constructively**

Recommended exercise link: [Encouraging constructive discussion](#)

### Suggestions that were picked by more than one contributor:

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

**3 votes Offering alternative views constructively**

Recommended exercise link: [Encouraging constructive discussion](#)

**2 votes Has a supportive approach to appraisals**

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

**2 votes Thanking and supporting people**

Recommended exercise link: [Thanking and supporting others](#)

**2 votes Being flexible**

Recommended exercise link: [Being flexible](#)

## **Individual 360: Dr Parsons, Clinical Director, Highcroft PCN**

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### **What do you think are your main strengths?**

#### **What you say:**

"I'd rather other people be the judge of this, but I think I plan well, communicate well and prioritise our network practices when thinking about PCN decisions. We do have some conflict in our PCN between some of the practices which I think I'm doing ok with - I'm trying to make sure it's out in the open so everyone can see we have to do something about it rather than ignore it"

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## **What are this person's main strengths?**

### **What your contributors say:**

"The PCN is well-run, I don't feel the need to check up on things, which is refreshing after our old CD"

"makes decisions quickly

Dr Parsons has helped me with my professional development. He's the reason we have good ARRS staff working at Highcroft

always has time, but probably takes on too much

good listener

tries to involve each practice, but is democratic when there are split opinions

not too conflicted - some CDs tend to forget the PCN is meant to support its practices rather than fund a federation

well done - no one else volunteered for this role and you're smashing it!

I feel I can talk in confidence to Dr Parsons about any work matters

has started to call out bad behaviour in our board meetings - really good to see

He works really well with the PM group - copies us ion to everything which I find really helpful. I'd rather have too much information than not enough"

"keep up the good work"

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### **What could you usefully improve?**

#### **What you say:**

"I'd like to be more inspirational - it doesn't come naturally to me

This role is hard, and gets harder the longer I do it. Sometimes I feel like what's the point, but I don't want to let people down. Plus I know that no one else wants to do it.

I'm a logical person and like to take time to make decisions. Sometimes we need to move fast as a PCN which is hard for me, particularly because I can't just immediately call a board meeting so I feel the burden of decision making quite acutely."

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## **What areas could they usefully improve?**

### **What your contributors say:**

"Needs to relax sometimes, be less stuffy and formal"

"sometimes communication feels like an afterthought

takes on way too much, bit worried about burnout

could be more transparent about how time is being spent when working on PCN time

keep going with the difficult personalities and getting quieter people to speak in meetings

I think sometimes as a PCN we need to be 'led' more rather than make every decision by consensus - the trust is there now so I think this is the obvious next step, to get us (the network practices) out of the day to day decision making

"

"nothing

could have a better understanding of the PCN governance and the line management structure - I once got sent to the wrong person

"