



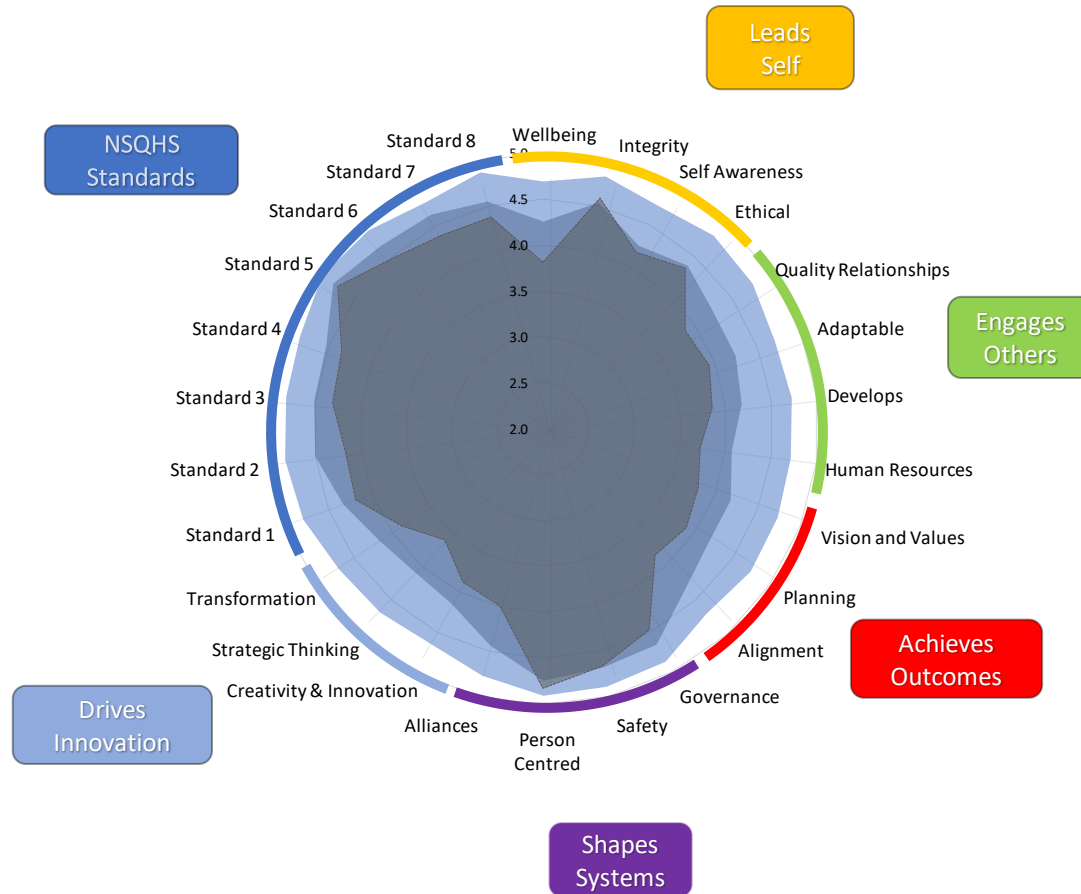
Aggregate Data Report



RESULTS SUMMARY | HIGH LEVEL

N = 27

- Others - Current (average)
- Others - Desired (average)
- Self - Current (average)



Rating Scale

| 1 | 2 | 3 | 4 | 5 |
|------------|--------|------------------|------------------|-----------------|
| Not at all | Rarely | Some of the time | Most of the time | All of the time |

ANALYSIS| HIGH LEVEL

The results indicate that this group are **self-respecting, caring** and have a **strong commitment to safety**. The item that had the smallest gap across the whole assessment was 'treats patient safety as a core value. The feedback also indicates that this group take protocol, legislation and 'doing the right thing,' with consistent patterns across strength areas under Safety subdomain and Standards 4 and 7.' Interestingly, the Standards domain items were also identified as having the highest 'desired performance' i.e. raters suggested these as the most important areas for this group of leaders to be high performing in.

The opportunity for this group lies in their ability to **manage themselves and others more effectively** by developing capability in the Leads Self and Engages Others domains. The lowest performing sub-domain in Engaging Others was Human Resources, suggesting that this group need to develop capability and confidence in dealing with challenging situations more effectively including managing unacceptable behaviour and resolving team conflict.

Another theme emerged in the areas for development around collaborating and partnering with others to achieve goals. This related to gaps in 'asking questions during times of change,' 'engaging others in the vision,' and 'collaborates with others to achieve goals.' Rather than 'doing' health care, this group would benefit from developing their capability in '**leading health care,**' through engaging and empowering others, which may also result in them being able to better manage stressful situations or be more calm under pressure.

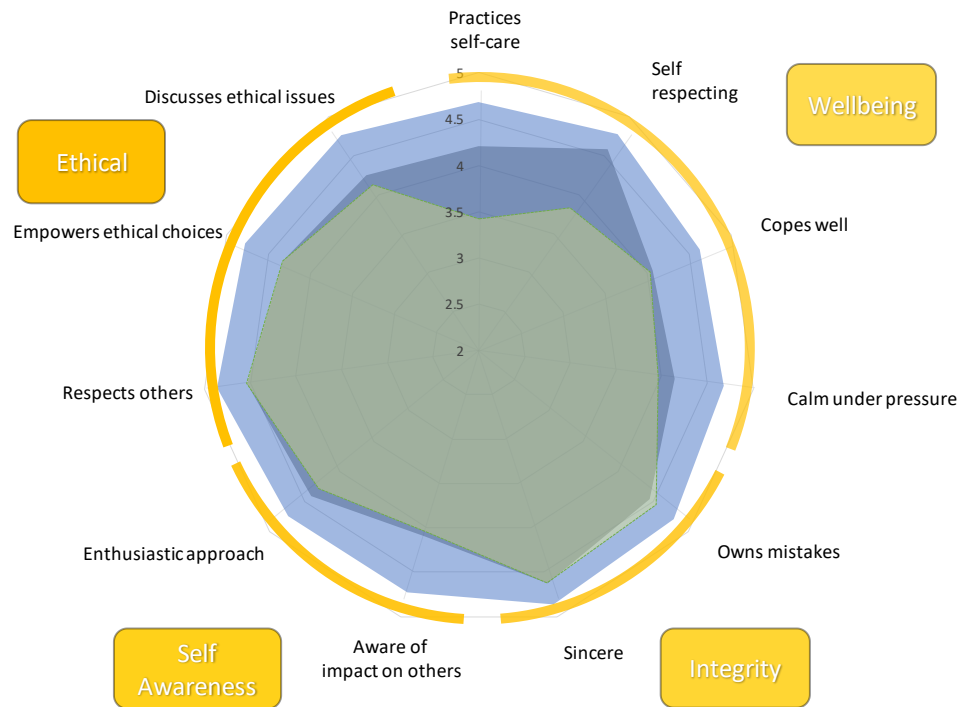
Other key areas to focus on are;

- Explore opportunities to apply creative problem solving skills through generating new ideas and seeking better ways of doing things.
- Building resilience to better deal with pressure and short-term stress.
- Taking a coaching style of leadership to share responsibility more effectively. This will in turn improve capability at other levels.
- Seek feedback from others to better understand their impact on others. Take a curious and non-defensive approach to this exercise.

RESULTS | LEADS SELF

N = 27

- Others - Current (average)
- Others - Desired (average)
- Self - Current (average)



Rating Scale

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|------------|--------|------------------|------------------|-----------------|
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ANALYSIS| LEADS SELF

Leads Self focuses on a leader's ability to know their strengths and limitations and commit to self reflection and improvement. They understand and display self-awareness, self-regulation, motivation, empathy, and social skill. They demonstrate integrity in their role and context and show resilience in challenging situations.

Strengths (top areas)

The results indicate that this group has strengths in the 'Leads Self' domain that do not appear to fit within any one sub-domain. The specific items that scored the highest i.e. had the smallest gaps were:

- Is self-respecting.
- Is sincere.
- Treats all others with respect.

Opportunities (biggest gaps)

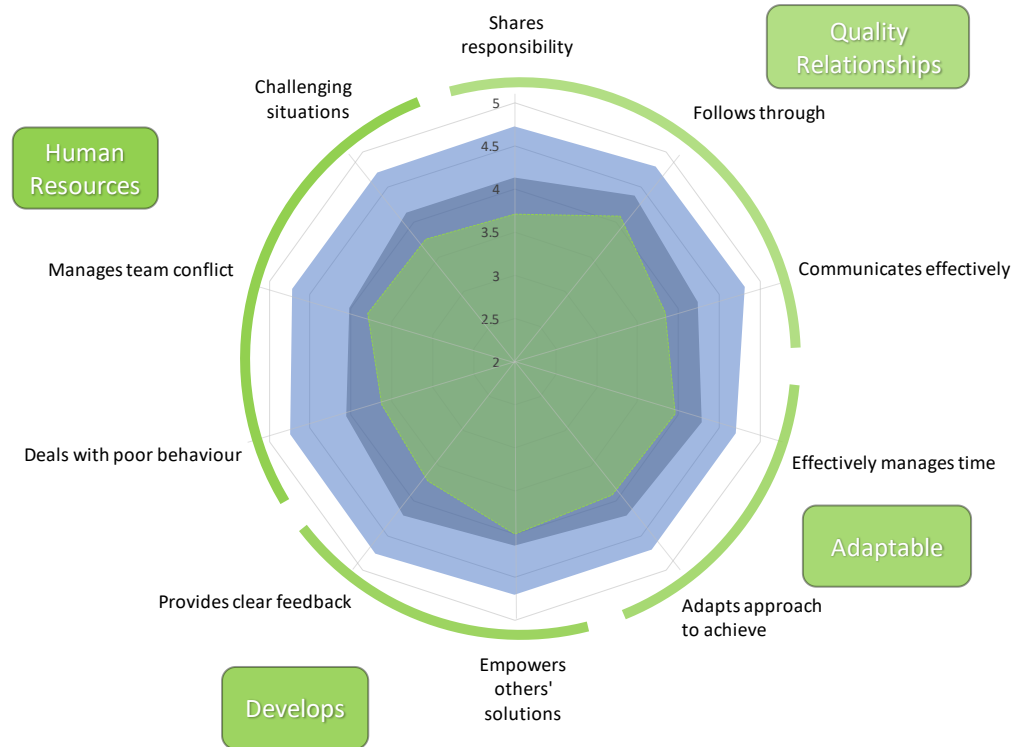
The most significant opportunities from this group lie in the Wellbeing subdomain, specifically their ability to cope well under pressure. It is proven that promoting health, wellbeing and resilience at work can make leaders more productive. The items that scored the lowest i.e. had the largest gaps in the 'Leads Self' domain were:

- Seems aware of their impact on others.
- Copes well with stress.
- Is calm under pressure.

RESULTS | ENGAGES OTHERS

N = 27

- Others - Current (average)
- Others - Desired (average)
- Self - Current (average)



Rating Scale

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|------------|--------|------------------|------------------|-----------------|
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ANALYSIS| ENGAGES OTHERS

Engages Others focuses on the leader's ability to enable people to engage with a vision or goal through stories and explanations that make sense of complexity. Leaders encourage others to see and accept opportunities to contribute, learn and grow.

Strengths (top areas)

While Engages Others is an area of opportunity for this group, there did appear to be a strength area under the sub-domain Adaptable. The following items scored the highest in comparison to the others i.e. had the smallest gaps:

- Follows through on commitments
- Effectively manages time
- Adapts approach to effectively achieve goals

Opportunities (biggest gaps)

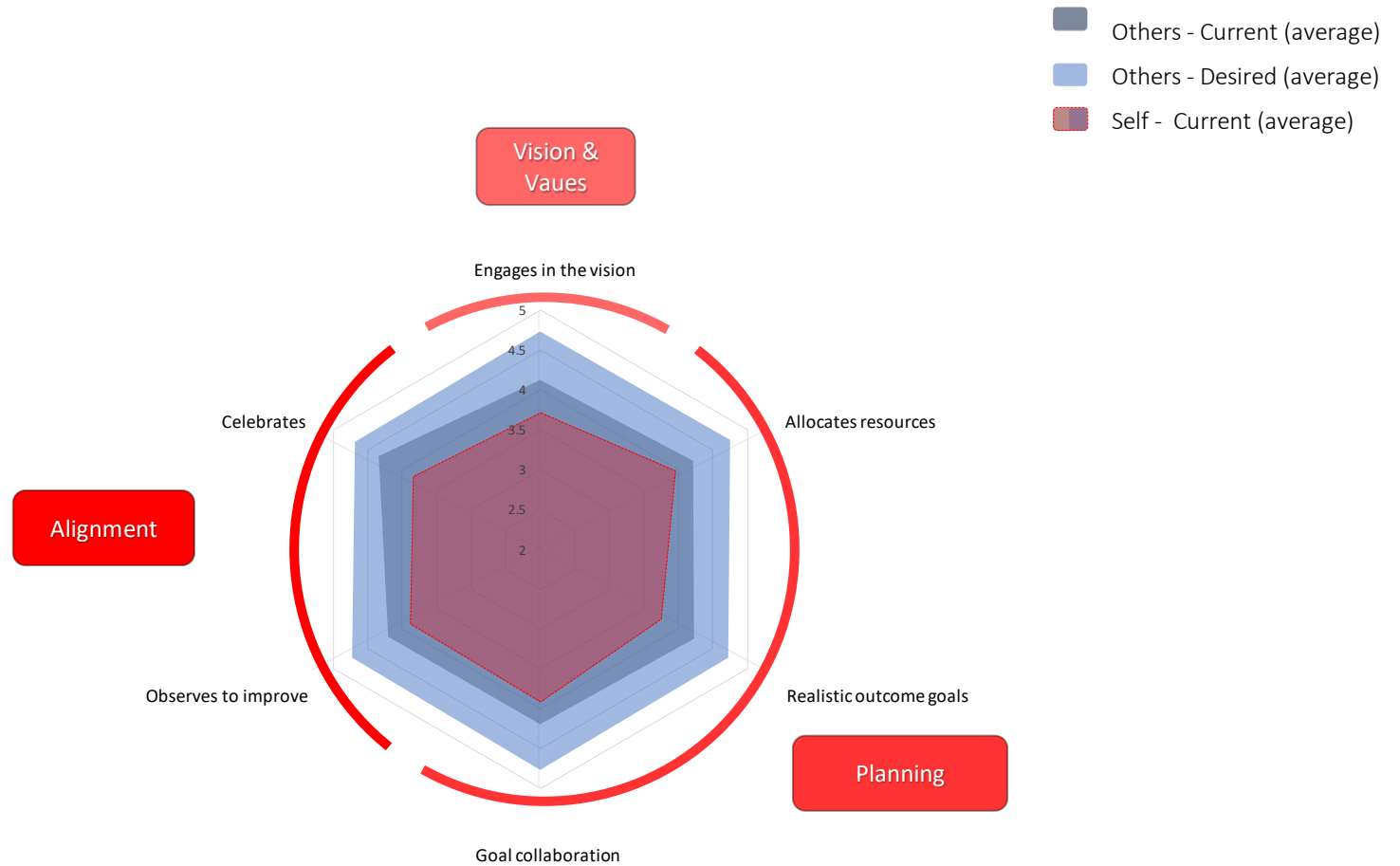
Engages others is an area of opportunity for this group, with gaps across the majority of the subdomains. There appears to be a theme of resistance or inability to deal with more difficult behaviour, situations and team conflict. The items that scored the lowest i.e. had the largest gaps were:

- Manages team conflict effectively
- Effectively deals with unacceptable behaviour
- Shares responsibility effectively
- Addresses challenging situations effectively

Interestingly, the first two items on this list had the largest gap across the whole assessment i.e. are the biggest areas of opportunity for this group, with an average gap size of 0.7.

RESULTS | ACHIEVES OUTCOMES

N = 27



Rating Scale

| 1 | 2 | 3 | 4 | 5 |
|------------|--------|------------------|------------------|-----------------|
| Not at all | Rarely | Some of the time | Most of the time | All of the time |

ANALYSIS| ACHIEVES OUTCOMES

Achieves Outcomes focuses on Health Leaders who work to make a difference. They set a direction that is inspiring and motivating, they enable energy and effort to succeed, and they keep their eye on the goal. Health Leaders work with compassion to influence the quality of care and the sustainability of the system.

Strengths (top areas)

With a smaller number of questions that make up Achieves Outcomes, there is less variance between the Strengths and Opportunities for this group. The specific items that scored the highest i.e. had the smallest gaps were:

- Celebrates achievements.
- Sets realistic goals and objectives that deliver consistent outcomes.

Opportunities (biggest gaps)

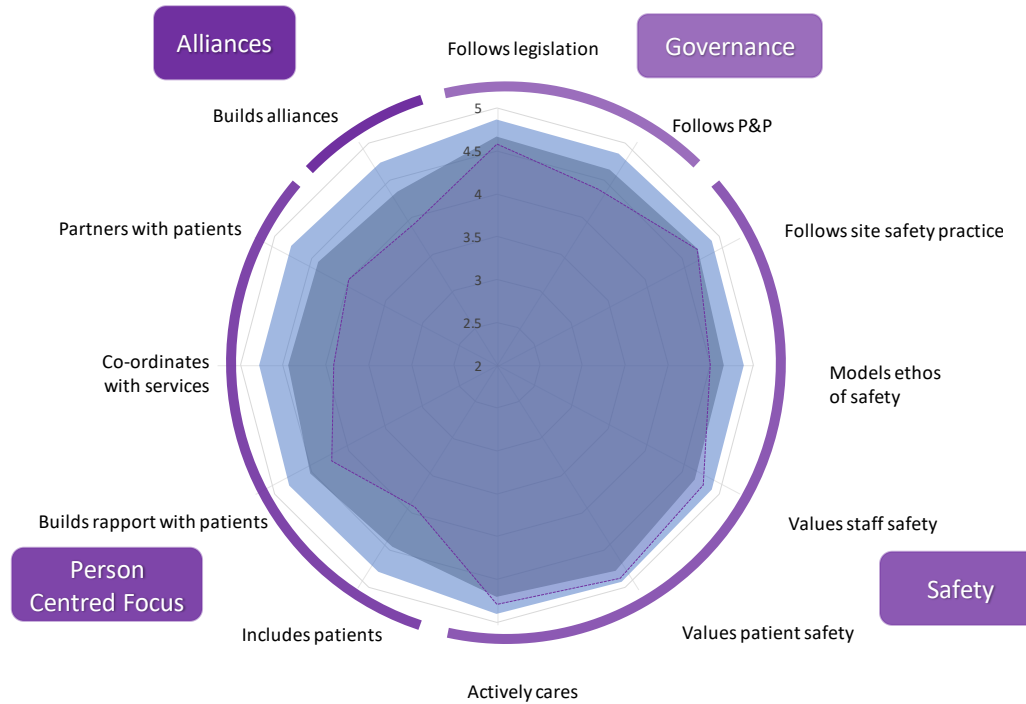
The items that scored the lowest in the Achieves Outcomes domain for this group i.e. had the largest gap were:

- Effectively engages others in the organisation's vision.
- Collaborates with others to set goals.

RESULTS | SHAPES SYSTEMS

N = 27

- Others - Current (average)
- Others - Desired (average)
- Self - Current (average)



Rating Scale

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ANALYSIS| SHAPES SYSTEMS

Shapes Systems domain focuses on Health as a complex evolving system where all the parts, including services, legislation and funding, are interconnected. A change in one part has implications for the whole. Leaders who recognise patterns of interdependency are able to explain trends and facilitate strategies that achieve maximum benefits and minimise unintended harm or negative consequences.

Strengths (top areas)

Shapes systems appeared to be a strength area for this group, with the majority of items having only a small gap. Those items with the smallest gaps were:

- Treats patient safety as a core value.
- Consistently follows legislation.
- Actively cares about the safety of others.
- Follows all site safety practices.

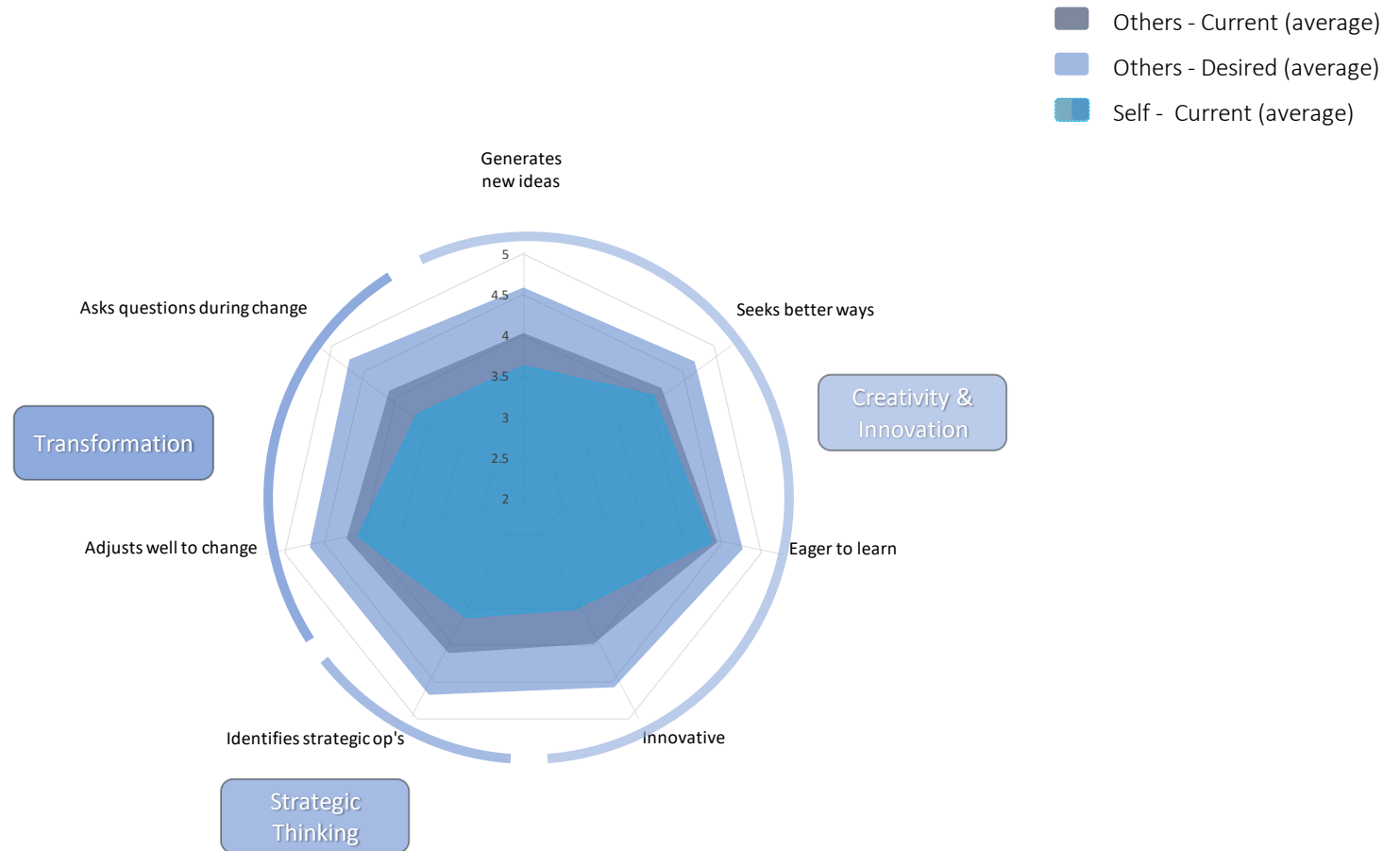
Opportunities (biggest gaps)

Even the biggest opportunities for this group still had a relatively small gap in comparison to other domains. The item with the largest gap was:

- Builds alliances across the health sector.

RESULTS | DRIVES INNOVATION

N = 27



Rating Scale

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|------------|--------|------------------|------------------|-----------------|
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ANALYSIS| DRIVES INNOVATION

Innovation in health is not just for a new product. Drives Innovation domain includes fundamental changes to business and models of care to achieve people-centered quality services. A key factor for successful innovation is passionate leadership, without which the status quo cannot be challenged.

Strengths (top areas)

The results suggest that the strengths for this group lie in their ability to personally adapt to change effectively which is important to the Drives Innovation domain. The items that scored the highest i.e. had the smallest gaps were:

- Is eager to learn.
- Adjusts well to change.

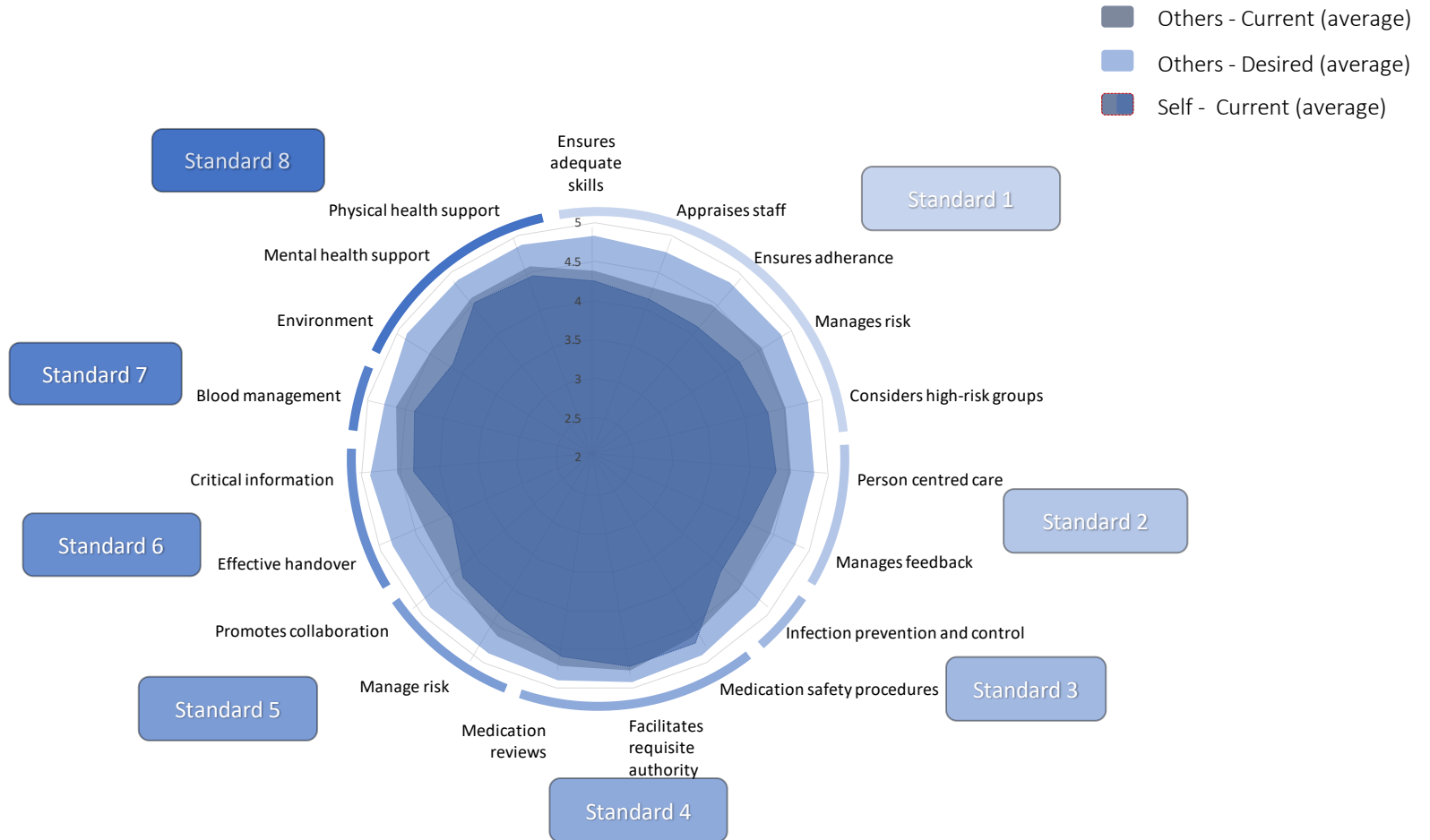
Opportunities (biggest gaps)

A theme emerged in the development areas for this group under Drives Innovation that relates to their ability to seek improvements or doing things differently. The items that scored the lowest i.e. had the largest gaps were:

- Asks questions to understand how others are adjusting to organisational change.
- Turns creative ideas into reality.
- Actively identifies strategic opportunities.
- Generates new ideas.

RESULTS | NSQHS STANDARDS

N = 27



Rating Scale

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ANALYSIS| NSQHS STANDARDS

Understanding what is required of the organisation to provide quality care that supports positive client AND organisational outcomes is part of the Health Industry leadership role. The capable leader demonstrates behaviours across the eight National Safety and Quality Health Service standards.

Strengths (top areas)

Overall the Standards appeared to be a general strength for this group with specific strengths in Standards 4, & 7. The specific items that scored the highest i.e. had the smallest gaps did not form an overall theme. These items were:

- Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines.
- Creates an environment where staff are focused on recognising and responding to acute deterioration
- Ensures medication review process is adhered to
- Effectively manages risk of harm to patients receiving care.

Opportunities (biggest gaps)

While this area was a strength, there appears to be an area of opportunity in Standards 1 which relates to the themes that emerged in Engages Others. The items that scored the lowest i.e. had the largest gaps were:

- Regularly appraises the work performance of staff.
- Influences clinical handovers to be effective.
- Ensures that staff have adequate skills to do their job

