



Participants - 360° Feedback Program

It is important that you read this in its entirety as it will provide information that you will need as well as an action item on your part.

What is a 360°?

A 360° is a multi-rater feedback process that provides leaders, peers, internal customers, and direct reports the opportunity to give input about a leader's performance. The leader will receive a feedback how they are perceived by others.

What is the purpose?

To create a culture of feedback ensuring leaders are exhibiting Covenant's Leadership Philosophy, Attributes, and Competencies.

COVENANT HEALTH'S LEADERSHIP VISION

Our leaders will be aligned to our leadership core competencies and will embrace our pledge through a focus on the following:

Excellence in all we do

Learning Environment

Positive Employee Relations

Personal Ownership

Servant Leadership

Who will be receiving feedback?

Leaders that request to participate in the program are being evaluated. The leaders will perform a self-evaluation and invite leaders, direct reports, internal customers, and peers to provide feedback.

Who will be completing an evaluation?

- Self-evaluation by you
- Manager of you (if you have a dual reporting relationship, you can solicit feedback from both parties)
- Those who report directly to you (employees)
- Peers (anyone with whom you work closely but have no reporting relationship)
- Internal customers (any departments or other leaders to whom you provide a service)

You may seek feedback from up to 10 raters in each category.

Who should I select to evaluate me?

Please choose a variety of people from the above groups (your leader(s), direct reports, peers, internal customers). Greater variety will produce greater feedback. Individual ratings and comments will be confidential (unless a comment reveals who the rater is.) If you don't have any direct reports, yet you are a leader of project teams, you can leave the direct reports area blank and add individuals to the peer/customer areas. You should have a minimum of 5 in each category (except direct reports if you don't have that many). Please have your leader review your list of evaluators prior to submission so they are in agreement with whom you've selected.

What kinds of questions will be on the evaluation?

Questions will reflect the effectiveness of how well you lead according to our leadership core competencies as well as our leadership vision (above). Regardless of the question, your evaluators should be able to adequately rate and provide feedback.

What is the timeframe?

Evaluators will be asked to complete their feedback within 2 weeks from the time they receive the instructions.

When will I receive my feedback?

Once all your evaluators provide their feedback a compilation report will be run and sent to you.

What should I do with my feedback?

Review your feedback in detail. Ask for meetings with some of the individuals that you invited to evaluate you to help confirm and/or clarify your overall results. Then, go back to your Leadership Development Plan and make any needed edits to address any areas for growth and development.



How do I get started?

[Please complete this spreadsheet and return to Amy or Kelly. This will start the process for your 360° evaluation.](#)

We've attempted to answer all questions in this document; however, please reach out if you have additional questions or need clarification. Thank you in advance for your participation in this process. We are confident you will learn more about yourself and your leadership; increasing your ability to lead and engage your staff.

Thank you,

Learning & Leadership Development

Amy Lasater
alasater@covhlth.com

Kelly Floyd
kfloyd@covhlth.com