

Private & Confidential

360°
LEADERSHIP
FEEDBACK

Gary Hill-Ellis

Self 1 | Manager 1 | Direct Report 3 | Peer 3 | Other 2

29 Jun 2026

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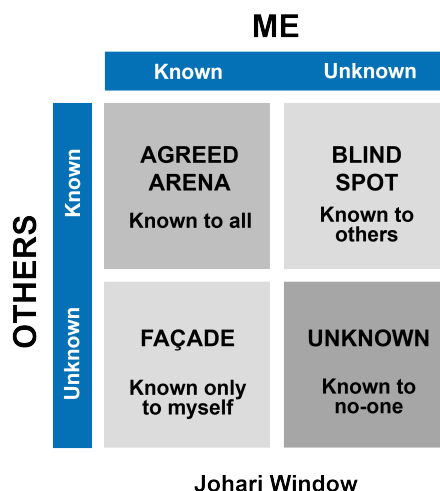
Your profile

Thank you for participating in your 360 feedback survey. The ratings provided by you and your raters are shown in this report for your review, reflection and understanding. Please take this opportunity to see how others see you and to understand how you have recently been expressing yourself as a professional.

In discussion with your coach, you will find that you learn where others see you differently from how you see yourself. You may see where you have strengths and can utilise your stronger areas further. At the same time you may discover where you have:

1. a facade - an aspect over which you are misleading others into thinking you are better or worse than you really are,
2. a blindspot - an aspect only others see,
3. an opportunity to stop doing things you are currently doing but should not, and/or
4. a suggestion to do things you could easily start to do but you do not.

Expanding your understanding of how you are being portrayed to others will empower you to understand better your current impact and power at work. Once you have explored why your behaviours are perceived in this way you will be able to create possibilities for yourself in the future for personal and business success.

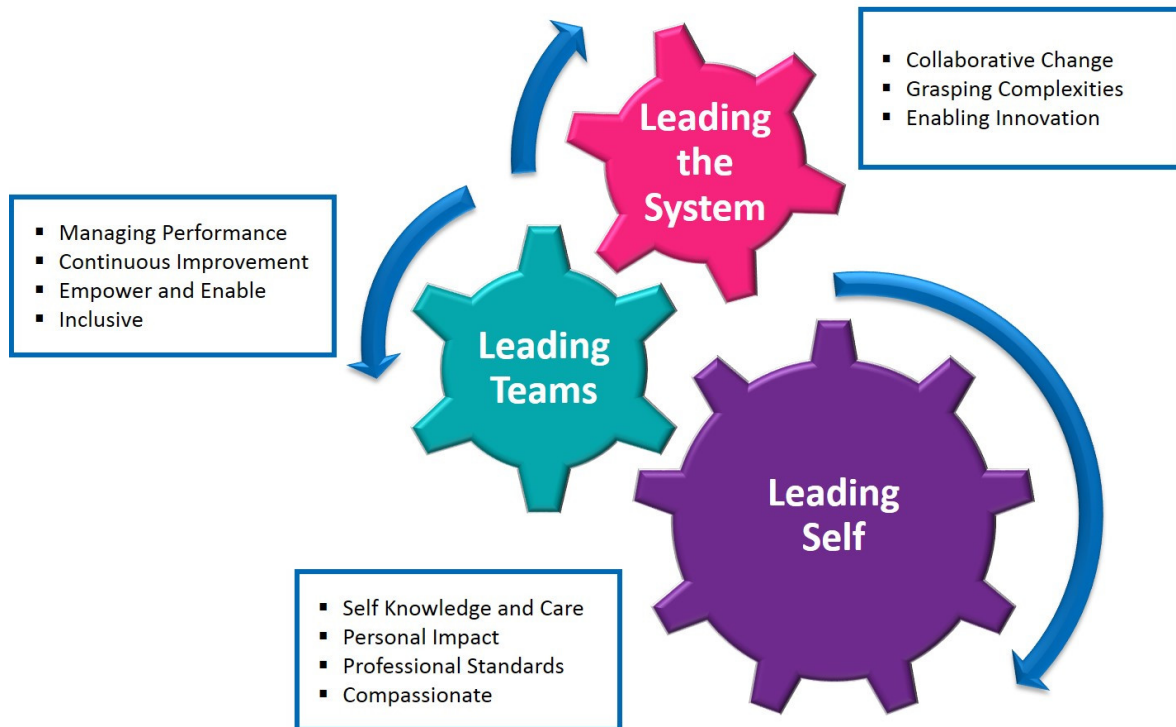


Understanding the rating scale

When you see values in the remainder of the report, they are based on the following numerical meaning of the scale used in the questionnaire:

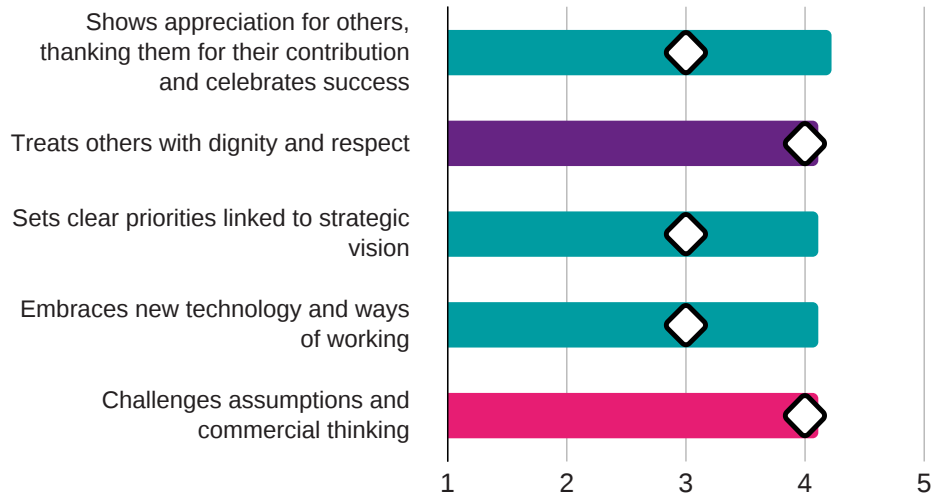
1	2	3	4	5	N/A
Poor	Fair	Satisfactory	Good	Excellent	Not applicable

The Leadership Framework

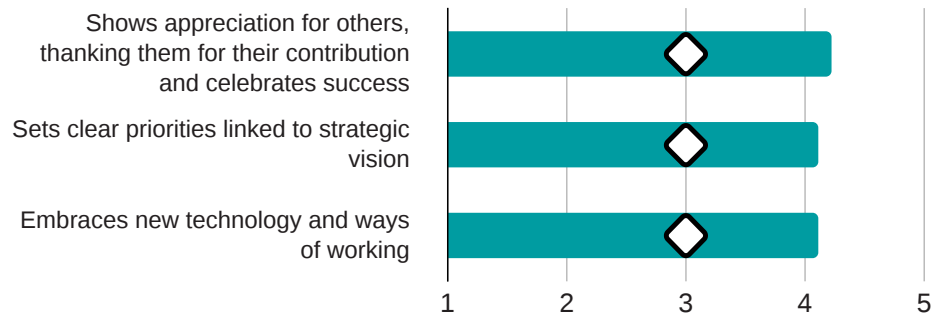


Your highlights and hidden strengths

Below are your **highest-rated behaviours**, as produced from all of your raters excluding yourself. Your own ratings are marked with a diamond for comparison.

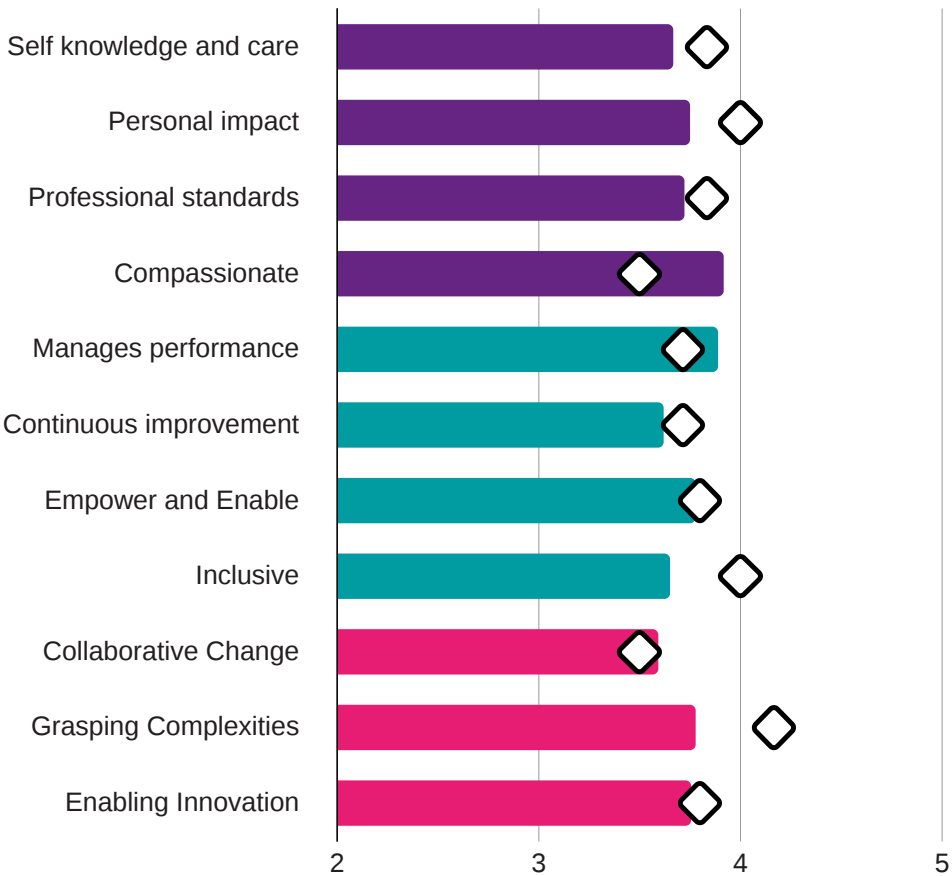


And below are your 'hidden strengths' - where your raters gave you **relatively higher scores than you gave yourself**.



Your competency results

Below you will see the average score of all ratings given under each competency. The diamond shows the average rating that you have given yourself, while the bars show the average rating given by everyone else who responded.



Understand your raters

How are you seen differently by those you have chosen to rate you?

The shaded blocks on these graphs illustrate the distribution of ratings provided by your raters, in order of highest to lowest average. The line in the middle of the shaded area is the average rating given by that rater.



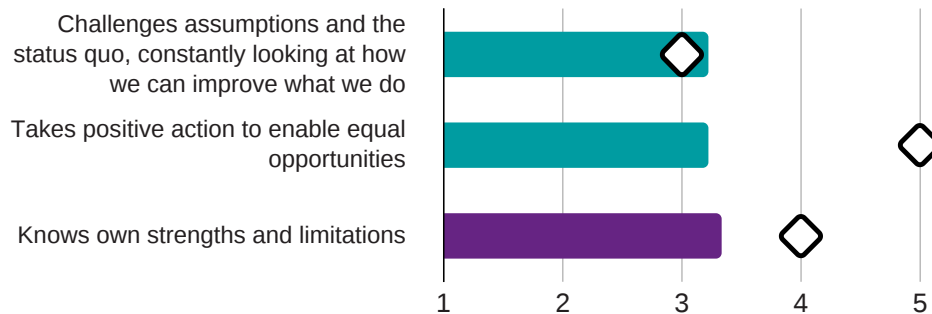
Competency breakdown

The graphs below show, for each competency, your average rating from each of the rater groups.

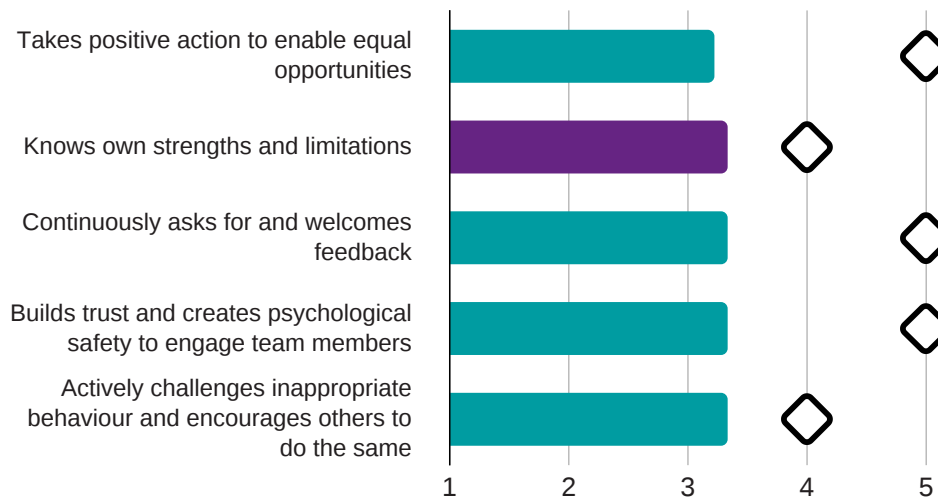


Your lowlights and potential blind spots

Below are your **lowest-rated behaviours**, as produced from all of your raters excluding yourself. Your own ratings are marked with a diamond for comparison. If any comments exist for these questions, they can be found at the end of the document.

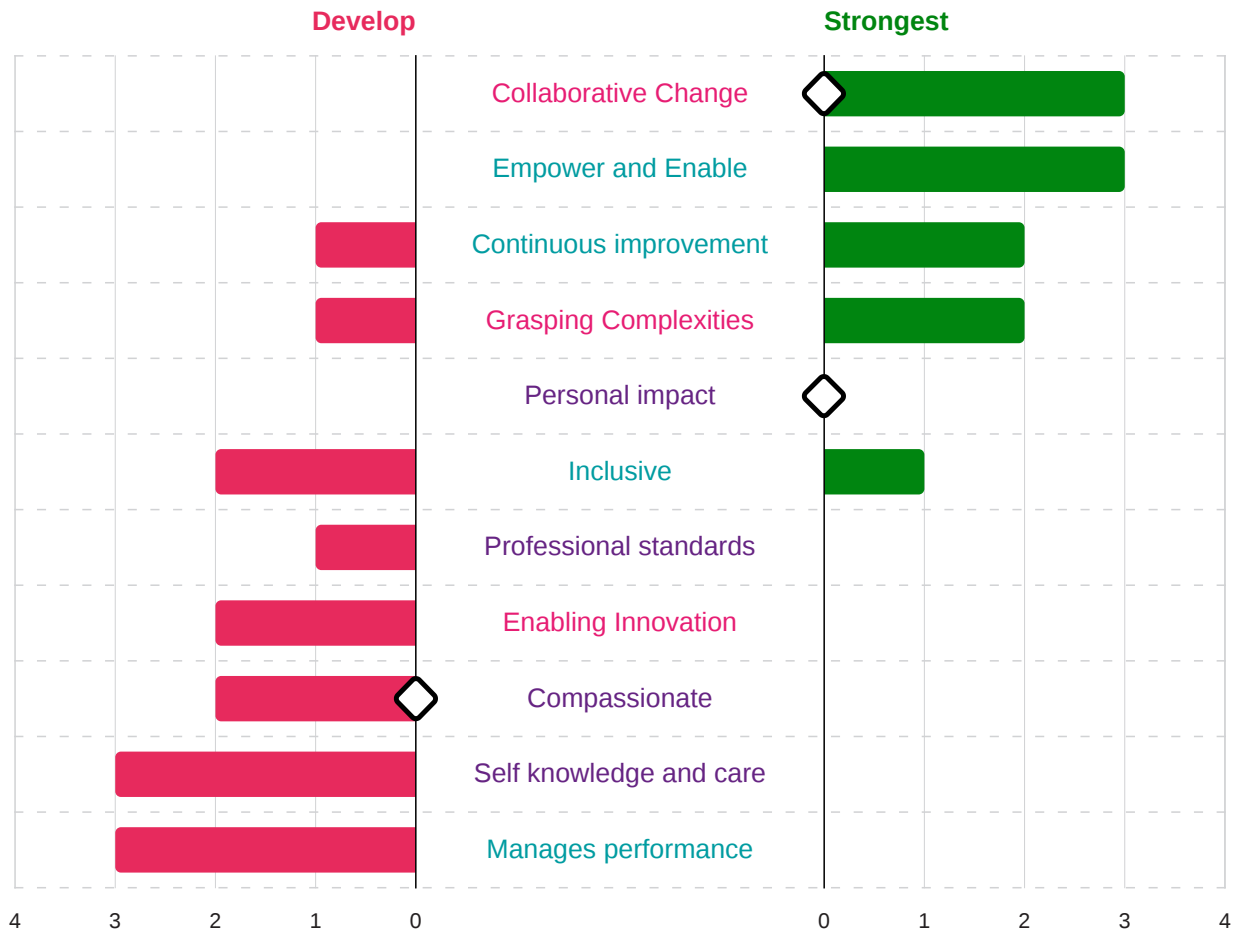


And below are your potential 'blind spots' - where your raters **gave you relatively lower scores than you gave yourself**.



Your strengths and development areas

Your reviewers were asked to choose 1-2 strengths and 1-2 areas for development from the list of competencies, and the results are below. The bars show **how many of your raters** chose each competency and the diamonds show your own choices.



Your raters' thoughts and comments

What do you think they are particularly good at?

Auctor ultricies fusce ultrices donec interdum himenaeos sit cursus orci rutrum feugiat.

Elementum sodales velit maecenas lacus diam.

Suscipit venenatis ad felis proin nullam dapibus enim hac lacinia blandit mollis quis in facilisis.

Pellentesque ac quam vel leo dignissim ullamcorper sed sit amet dolor.

Nullam dapibus turpis eu gravida facilisis.

Etiam tristique enim vitae mauris iaculis, et eleifend magna volutpat.

Vestibulum finibus nisi ac dolor aliquet posuere.

How can they improve their current effectiveness?

Risus orci sodales quisque laoreet turpis imperdiet metus tortor nibh platea mattis.

Platea dictum elementum maecenas aliquet molestie bibendum erat dapibus venenatis litora malesuada.

Nisi phasellus euismod posuere turpis lorem.

Inceptos donec ultrices donec vulputate ornare.

Scelerisque himenaeos duis id viverra porta vel nostra fames mattis imperdiet arcu torquent arcu metus suscipit.

Sagittis nullam ad posuere id interdum aptent sed senectus fames.

Cras interdum nisl at turpis ultricies maximus.

What should they work on?

Sed sed lorem sollicitudin, venenatis ante eget, feugiat leo.

Etiam maximus risus ut ex placerat, in euismod mauris tincidunt.

Class dui potenti hendrerit senectus neque gravida sagittis dolor dapibus.

Nostra curae finibus fringilla nec etiam netus vivamus placerat accumsan tincidunt posuere molestie

ultricies pellentesque.

Sem mauris id proin quis imperdiet cubilia cras aenean magna primis sociosqu netus euismod cursus turpis.

Personal Questions

To improve my effectiveness and future career, what do you think I should focus my efforts on?

Praesent convallis neque in scelerisque ultricies.

Phasellus finibus libero accumsan elit varius tristique.

Orci euismod scelerisque curabitur ullamcorper tristique himenaeos habitasse congue mollis sit nisl.

Class venenatis senectus id consectetur interdum rutrum metus auctor massa hendrerit lobortis curae molestie.

Curabitur eget arcu sit amet nunc bibendum gravida.

Proin in elit a eros posuere pulvinar id et justo.

Mattis tellus ligula cursus convallis habitasse adipiscing non sed etiam bibendum neque consequat suspendisse.

Viverra porta inceptos sem aliquet vulputate malesuada nulla diam et ut ex conubia primis.

Curabitur pulvinar nunc non elit pulvinar viverra.

How actively do I seek opportunities to learn?

Praesent aliquam sapien vel felis dictum, in facilisis velit lacinia.

Condimentum taciti nec fusce laoreet cursus sed purus gravida dolor suscipit vivamus leo nisi ex.

Quis nisi massa massa dignissim fermentum.

Phasellus venenatis est faucibus, commodo metus tincidunt, suscipit ex.

Duis semper ante non neque auctor consequat.

Pellentesque eget felis faucibus, egestas tellus a, iaculis est.

Eget eu nibh conubia neque pharetra lectus.

Your initial thoughts

What do you think you are particularly good at?

Integer porta diam vel viverra auctor.

How can you improve your current effectiveness?

In at eros ut erat ultricies molestie.

What are your career aspirations?

In eget tellus tempor, fermentum odio eget, porta nibh.

What should you work on?

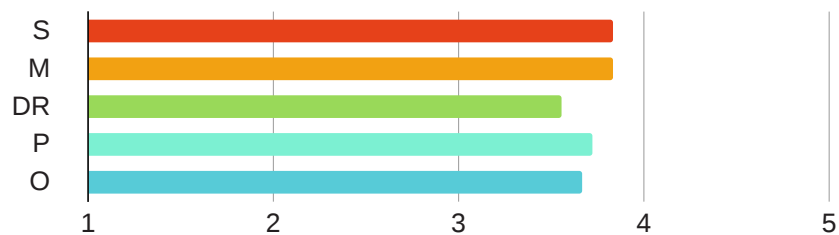
Integer at lacus nec mauris pulvinar luctus vel non mi.

Question responses

LEADING SELF

Self knowledge and care

	S	M	DR	P	O
Attends to and balances own needs with that of others	4.0	4.0	3.7	3.7	4.0
Is reflective and takes responsibility for impact on others	3.0	4.0	3.0	3.3	4.0
Is self aware	4.0	5.0	3.7	4.3	3.5
Knows own strengths and limitations	4.0	3.0	3.7	3.3	3.0
Prioritises own well-being	4.0	4.0	4.0	4.0	4.0
Shares vulnerability and knows when to ask for support	4.0	3.0	3.3	3.7	3.5



Is reflective and takes responsibility for impact on others

Rater comments

- Luctus finibus tincidunt vestibulum maximus a auctor quis consectetur dui placerat lacus.
- Donec mattis orci at diam hendrerit gravida.

Is self aware

Rater comments

- Mauris ut enim malesuada, viverra felis condimentum, congue mi.

Prioritises own well-being

Rater comments

- Integer aliquet ipsum et commodo gravida.

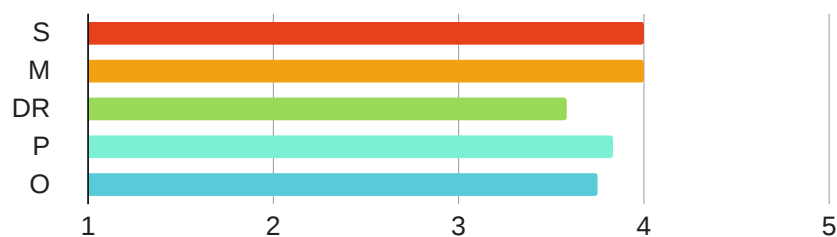
Shares vulnerability and knows when to ask for support

Rater comments

- Sed nec odio non massa mattis mollis.

Personal impact

	S	M	DR	P	O
Expresses views with confidence	4.0	3.0	3.3	3.7	4.5
Influences others assertively	5.0	4.0	3.7	3.3	4.0
Is visible across the department/organisation	4.0	5.0	3.7	4.3	3.0
Makes presence felt and has impact	3.0	4.0	3.7	4.0	3.5



Expresses views with confidence

Rater comments

- Tristique fusce convalis blandit litora finibus.
- Ante habitasse nulla dignissim primis sem fames pellentesque nullam dapibus.
- Curabitur sit amet mi ac dui placerat laoreet.
- Habitant vestibulum fames luctus felis congue ac ad.

Influences others assertively

Rater comments

- Nibh libero viverra himenaeos ullamcorper sollicitudin porta iaculis porttitor facilisis.

Is visible across the department/organisation

Rater comments

- Sociosqu platea consequat fringilla ornare malesuada suscipit pulvinar proin pulvinar.

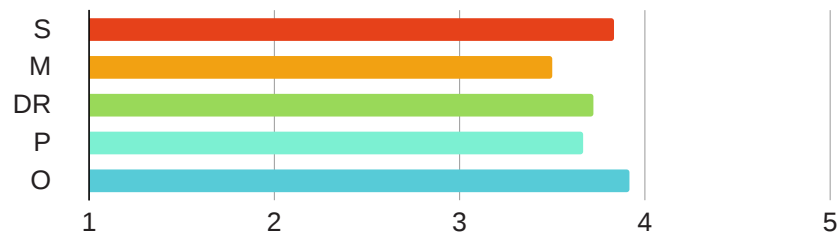
Makes presence felt and has impact

Rater comments

- Aenean eget turpis porttitor, consequat velit ac, mollis libero.

Professional standards

	S	M	DR	P	O
Carries out role with honesty and integrity	3.0	3.0	4.0	3.7	3.5
Demonstrates high levels of professionalism	5.0	3.0	3.7	4.0	4.5
Ensures full regulatory compliance	3.0	3.0	3.7	4.0	4.0
Is seen as treating people fairly and equally	4.0	4.0	4.0	3.7	4.0
Sets high standards, aspiring to be the best	4.0	4.0	3.3	3.3	3.5
Shares thoughts and ideas respectfully	4.0	4.0	3.7	3.3	4.0



Carries out role with honesty and integrity

Rater comments

- Vivamus porta nibh ut gravida cursus.

Ensures full regulatory compliance

Rater comments

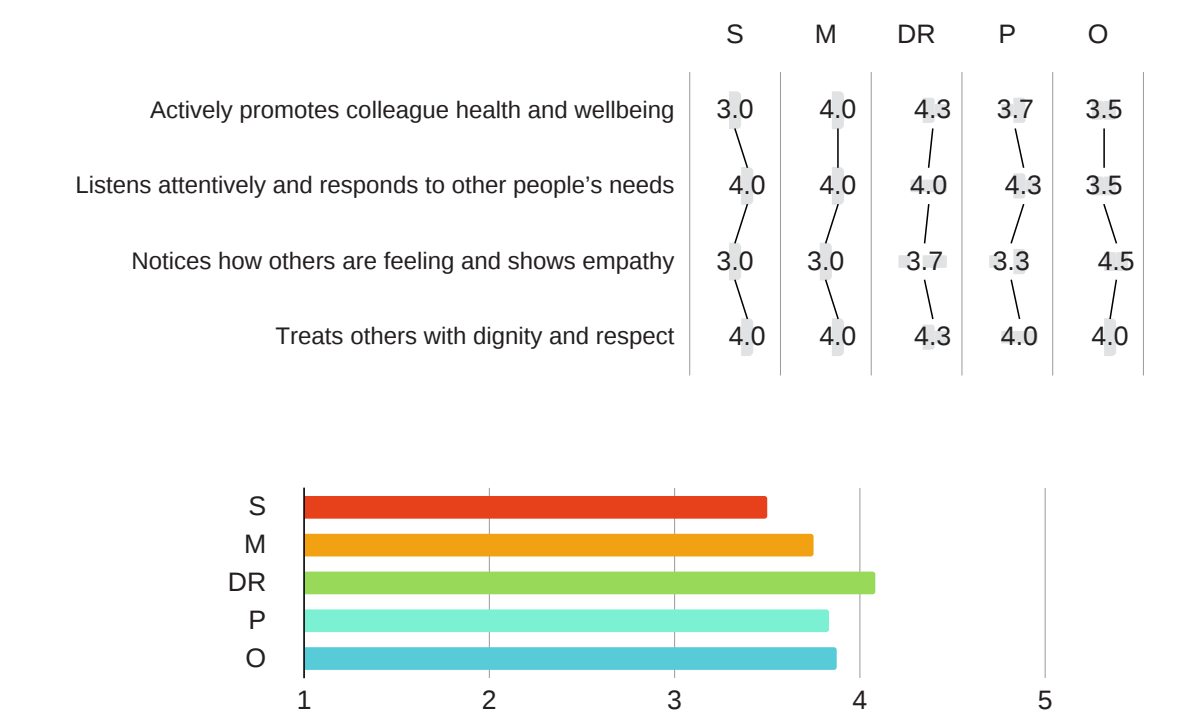
- Elit consequat in ex elit posuere velit hac mauris suscipit hac fusce pellentesque bibendum malesuada lectus.

Shares thoughts and ideas respectfully

Rater comments

- Ipsum gravida sit posuere adipiscing arcu phasellus cursus neque consequat fames est.
- Mattis habitasse sapien dapibus viverra velit massa maximus tellus ullamcorper.

Compassionate



Listens attentively and responds to other people’s needs

Self comments

- Donec et libero efficitur dui rutrum maximus quis vitae dui.

Notices how others are feeling and shows empathy

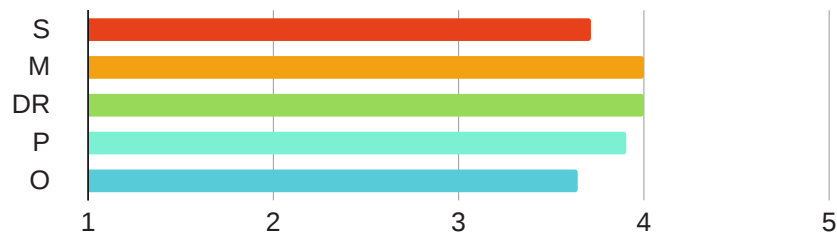
Rater comments

- Potenti elementum aptent diam et blandit nisl enim lectus dictumst neque.

LEADING TEAMS

Manages performance

	S	M	DR	P	O
Clarifies expected standards of performance	5.0	4.0	3.7	3.7	4.5
Delegates appropriately	4.0	4.0	4.0	4.0	3.0
Enables others to solve their own problems	4.0	4.0	3.7	4.3	3.5
Ensures differences of opinion are resolved	4.0	5.0	3.7	3.3	4.5
Monitors work carefully	4.0	4.0	4.3	3.7	3.0
Sets clear priorities linked to strategic vision	3.0	4.0	4.3	4.0	4.0
Tackles poor performance	2.0	3.0	4.3	4.3	3.0



Delegates appropriately

Rater comments

- Neque risus dui quisque maecenas nec faucibus molestie conubia eget.

Ensures differences of opinion are resolved

Rater comments

- Aliquam libero urna ullamcorper scelerisque felis mollis auctor cubilia a risus donec egestas.

Monitors work carefully

Rater comments

- Donec non quam at dolor posuere tempus.
- Pellentesque id sem vel tellus tempus varius.

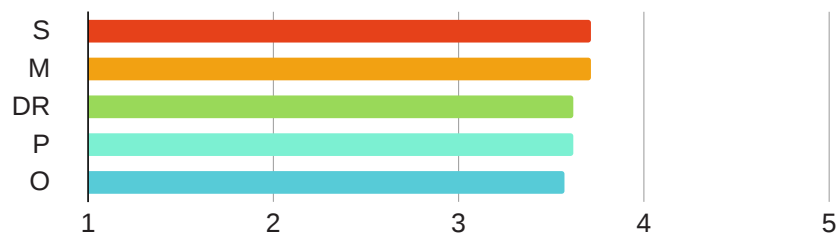
Sets clear priorities linked to strategic vision

Rater comments

- Aenean id nunc a purus tincidunt faucibus.
- Maecenas fermentum nunc in eros molestie sollicitudin.

Continuous improvement

	S	M	DR	P	O
Accepts constructive criticism without becoming overly defensive	5.0	3.0	4.0	3.3	4.0
Challenges assumptions and the status quo, constantly looking at how we can improve what we do	3.0	3.0	3.0	3.7	3.0
Continuously asks for and welcomes feedback	5.0	4.0	3.3	2.7	4.0
Embraces new technology and ways of working	3.0	5.0	3.7	4.3	4.0
Learns from mistakes, taking accountability for what they need to improve	4.0	4.0	4.0	4.0	3.0
Opens up opportunities for people to learn, grow and get on	3.0	3.0	4.0	3.0	4.0
Provides honest constructive feedback to team and others	3.0	4.0	3.3	4.3	3.0



Embraces new technology and ways of working

Rater comments

- Potenti sit eleifend lacus phasellus ultrices dignissim congue diam.
- Ex senectus platea etiam etiam fames libero rutrum lacinia risus accumsan pretium sem lacus.

Learns from mistakes, taking accountability for what they need to improve

Rater comments

- Tellus est platea massa nullam enim ornare pulvinar mauris dapibus.

Opens up opportunities for people to learn, grow and get on

Rater comments

- Integer a nulla eget neque sagittis pulvinar quis eu justo.

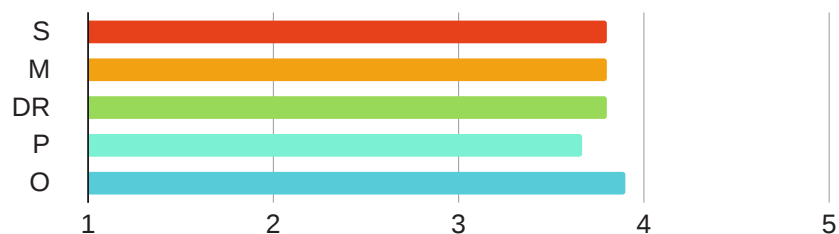
Provides honest constructive feedback to team and others

Rater comments

- Aliquam lacinia dolor nec nunc rutrum, eget auctor nibh volutpat.
- Suspendisse quis lorem at orci tincidunt laoreet id eget lectus.

Empower and Enable

	S	M	DR	P	O
Builds team confidence by ensuring they know they make a difference	4.0	4.0	3.3	4.0	4.0
Builds trust and creates psychological safety to engage team members	5.0	3.0	3.3	3.3	3.5
Engages others in goals	4.0	5.0	4.3	3.7	3.5
Shows appreciation for others, thanking them for their contribution and celebrates success	3.0	5.0	4.3	4.3	3.5
Takes steps to create a positive work environment	3.0	2.0	3.7	3.0	5.0



Builds team confidence by ensuring they know they make a difference

Rater comments

- Sodales primis massa viverra orci nibh vehicula viverra ultricies elementum cubilia mattis.
- Tellus turpis lectus sodales lectus sit.

Builds trust and creates psychological safety to engage team members

Rater comments

- Integer elementum nisi non justo dignissim varius.

Engages others in goals

Rater comments

- Viverra nibh nostra turpis eu leo dolor ante mi felis.

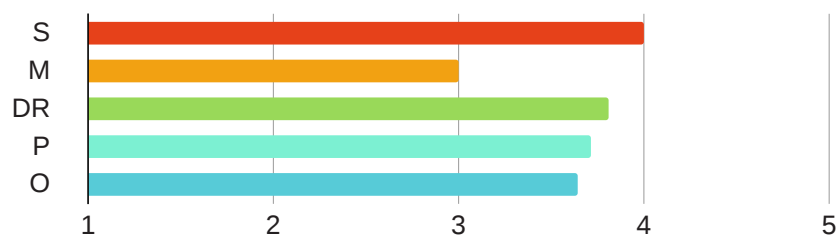
Takes steps to create a positive work environment

Rater comments

- Litora maximus elementum gravida duis faucibus tristique eleifend vel duis taciti class convallis.

Inclusive

	S	M	DR	P	O
Actively challenges inappropriate behaviour and encourages others to do the same	4.0	3.0	3.7	3.7	2.5
Invites a diverse range of voices to make informed decisions	3.0	4.0	3.7	4.0	4.0
Is aware of personal biases and works to manage these	4.0	3.0	4.3	3.3	4.5
Is curious about different peoples' lived experience	3.0	4.0	4.0	3.7	3.5
Promotes flexible working	4.0	2.0	4.0	4.3	3.5
Takes positive action to enable equal opportunities	5.0	3.0	3.3	3.0	3.5
Welcomes everybody's individuality	5.0	2.0	3.7	4.0	4.0



Actively challenges inappropriate behaviour and encourages others to do the same

Self comments

- Suspendisse nec nunc sed magna imperdiet vehicula.

Rater comments

- Tristique vulputate habitant ad platea vivamus rhoncus mi.

Is aware of personal biases and works to manage these

Rater comments

- Varius fusce nisi sociosqu amet netus.
- Maecenas viverra enim non ipsum eleifend sollicitudin.

Is curious about different peoples' lived experience

Rater comments

- Hendrerit tortor vestibulum egestas blandit elit per et blandit integer.

Takes positive action to enable equal opportunities

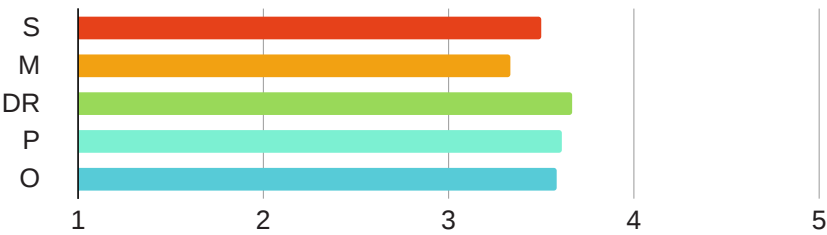
Rater comments

- Dapibus ante molestie curae quis bibendum.

LEADING THE SYSTEM

Collaborative Change

	S	M	DR	P	O
Consults appropriately and actively resolves relationship issues	4.0	4.0	2.7	3.7	3.5
Develops strong partnerships with stakeholders	3.0	3.0	3.7	3.7	4.5
Ensures structures and processes align with objectives	4.0	3.0	3.7	4.3	3.0
Helps others to embrace change	3.0	4.0	3.7	3.3	3.5
Strives to break down unhelpful hierarchical practices	4.0	3.0	4.0	3.3	4.0
Takes actions to break down silos	3.0	3.0	4.3	3.3	3.0



Helps others to embrace change

Rater comments

- Morbi vitae mauris fermentum, sollicitudin ipsum consequat, varius lorem.
- Curabitur tempus nisl vitae lacus volutpat, at vulputate libero tempus.

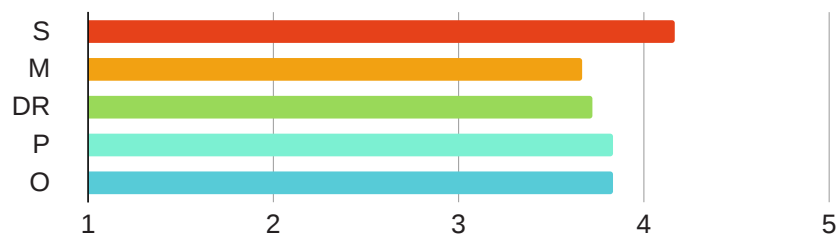
Takes actions to break down silos

Rater comments

- Duis a augue euismod, tempor tellus quis, congue lacus.
- Donec faucibus augue sit amet convallis ultrices.

Grasping Complexities

	S	M	DR	P	O
Applies knowledge to solve practical issues	4.0	4.0	3.7	4.3	4.0
Asks probing questions to establish the facts	4.0	3.0	4.0	4.3	3.5
Draws accurate conclusions from the information available	5.0	3.0	3.0	3.7	4.0
Identifies the core of the problem	5.0	4.0	4.0	4.0	3.5
Makes effective judgment	3.0	4.0	3.3	3.3	4.5
Quickly assimilates new information	4.0	4.0	4.3	3.3	3.5



Applies knowledge to solve practical issues

Rater comments

- Cursus dui leo habitant viverra tincidunt libero risus dapibus vulputate viverra dui justo varius consectetur.
- Integer hendrerit ex ut orci ultrices commodo.

Draws accurate conclusions from the information available

Rater comments

- Inceptos libero venenatis consectetur tellus morbi ullamcorper.
- Sed vehicula sapien a quam venenatis, nec vehicula lectus gravida.

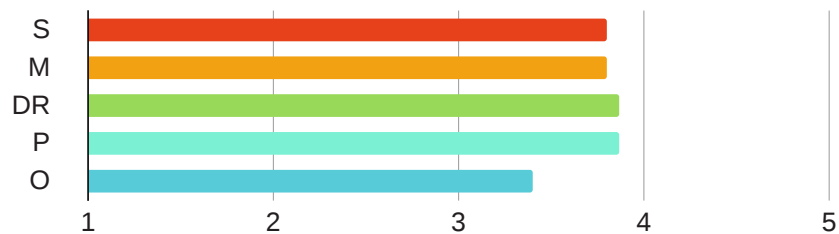
Identifies the core of the problem

Rater comments

- Curabitur sem congue habitasse porttitor hac libero pellentesque nunc tempor fusce bibendum viverra vulputate consequat.

Enabling Innovation

	S	M	DR	P	O
Challenges assumptions and commercial thinking	4.0	4.0	4.0	4.3	4.0
Generates imaginative solutions	3.0	3.0	3.7	3.7	3.5
Is open to new ways of doing things	4.0	4.0	3.7	3.7	3.5
Seeks out innovative approaches	4.0	4.0	3.7	4.0	2.5
Values others' contribution	4.0	4.0	4.3	3.7	3.5



Is open to new ways of doing things

Rater comments

- Habitant inceptos commodo malesuada accumsan suscipit pellentesque arcu velit tempus aliquam pellentesque lacus nunc dui.

Seeks out innovative approaches

Rater comments

- Massa vel ullamcorper inceptos nullam metus fusce ultricies finibus class massa quisque suspendisse magna libero viverra.

Now what are your thoughts?

What conclusions do you draw on:

1 Your relationships with your raters?

2 Your blind-spots (i.e. aspects of your behaviour you have not been aware of before now)?

3 What you are particularly good at?

4 What you are not so good at?

Areas for focus - translating issues into intentions

The steps described on this page reflect recent learnings from the field of behavioural neuroscience. By taking these simple steps the evidence shows that you will significantly increase your chances of achieving real improvements in your performance.

Which areas would you like to focus on?

Write out the specific behaviours or general areas that you want to improve. In choosing these areas, balance your current performance against the things that are important for your current role and for your future career.

E.g. Get distracted at work and go off track

1

2

3

Positive action statements

Take each area one at a time and describe how you would like to 'be' in the future, by defining one or more "If...then..." statements for that area.

E.g. If I get distracted by details, then I will ignore the distraction and focus on the job in hand

1

2

3

What will work be like if these areas change?

Visualize what it is going to be like for you and for others at work if these areas shift as you would like. Describe in a sentence as clearly and specifically as you can what will be happening and how you will feel.

E.g. I will get important jobs done quicker, and my colleagues will appreciate my focus and delivery of work at speed

1

2

3

Contact

If you have any further questions, please contact:

The Coaching and Mentoring Pool

bht.buckscoachingpool@nhs.net