



Private & Confidential

360° LEADERSHIP FEEDBACK

Keith-Maria Knight-Patel

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

29 Jun 2026

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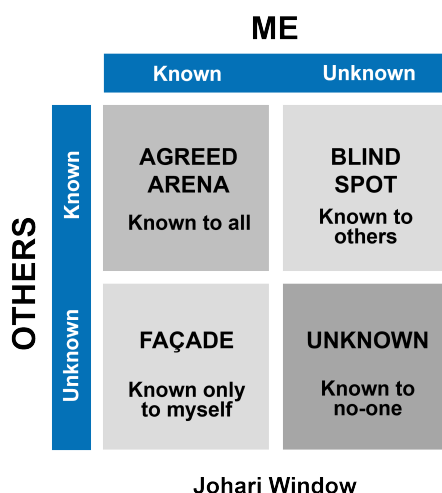
Your profile

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.

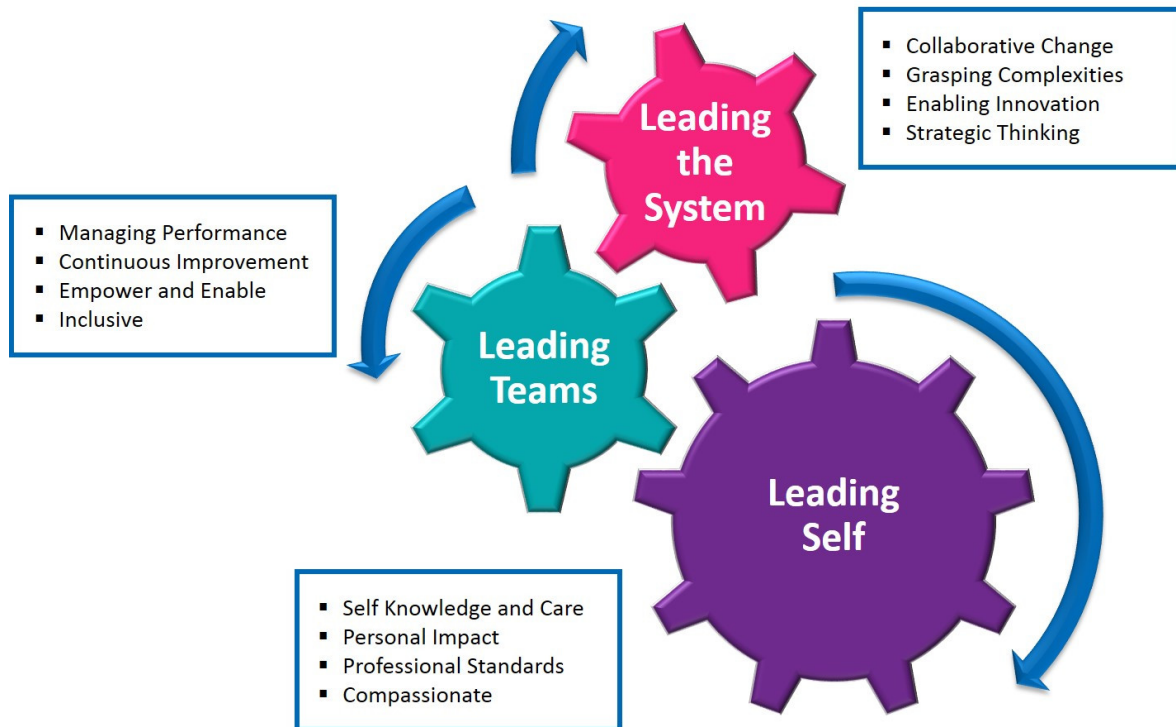


Understanding the rating scale

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:

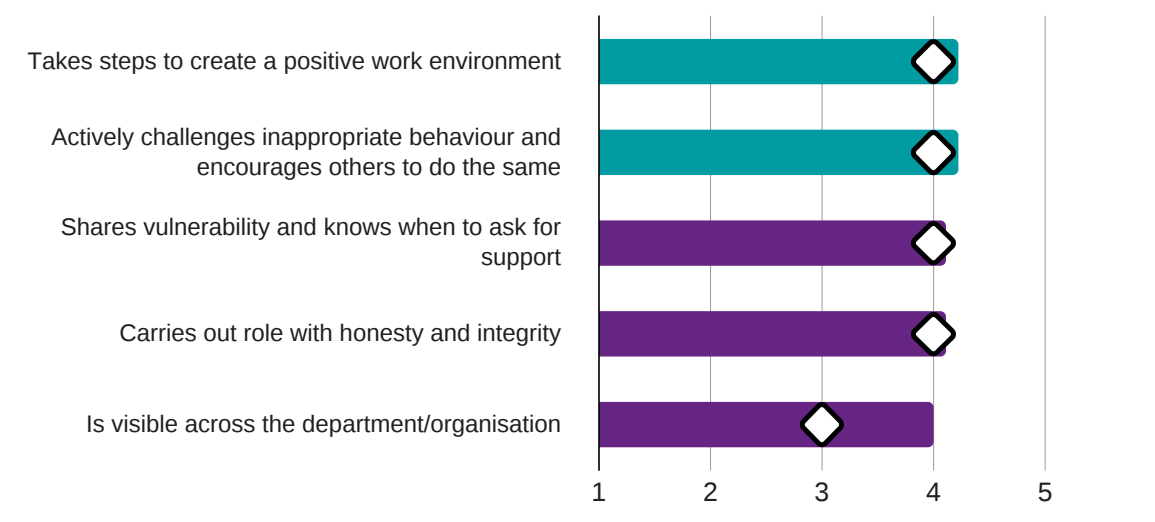
1	2	3	4	5	N/A
Poor	Fair	Satisfactory	Good	Excellent	Not applicable

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

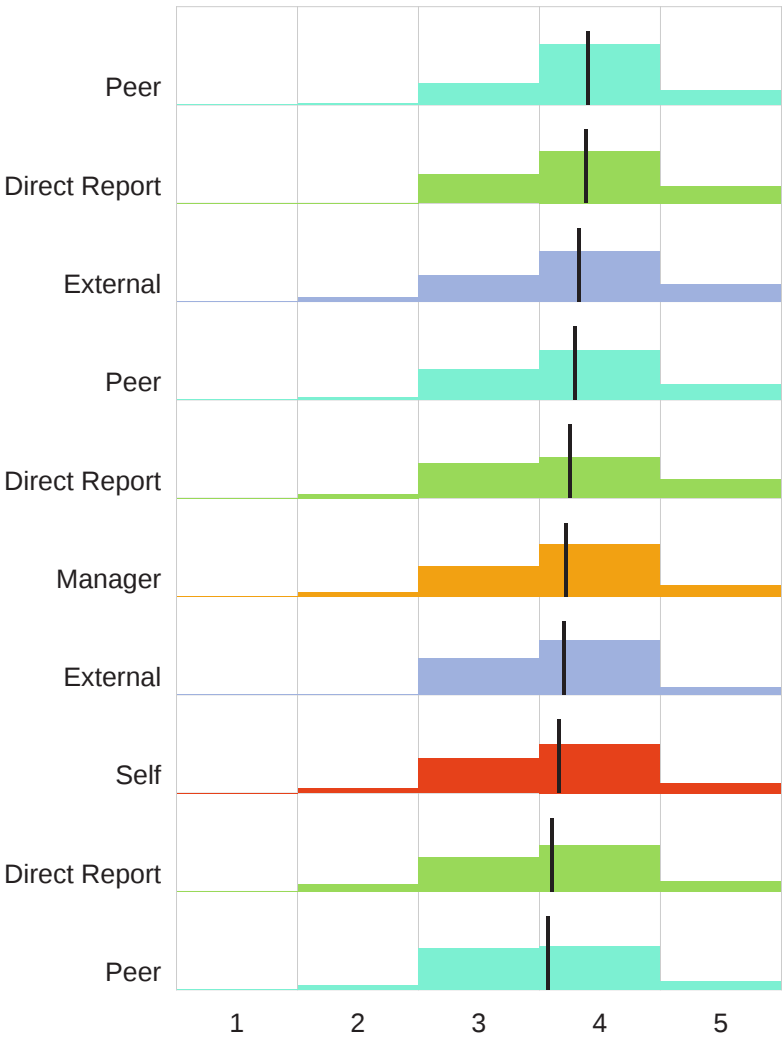
Below you will see the average score of all ratings given under each competency. The diamond shows the average rating that you have given yourself, while the bars show the average rating given by everyone else who responded.



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.



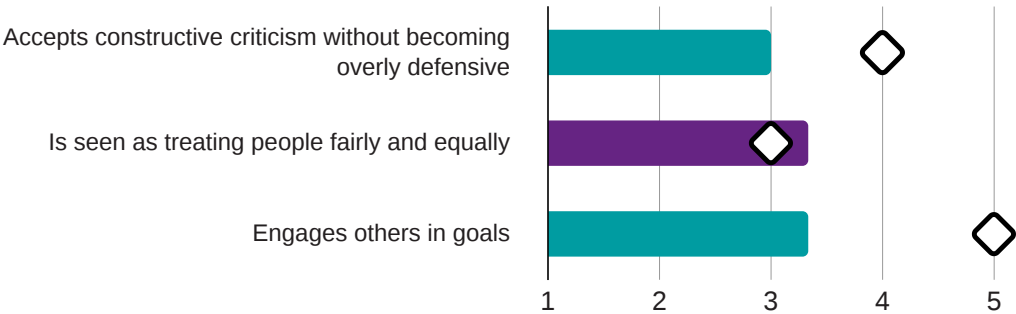
Competency breakdown

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

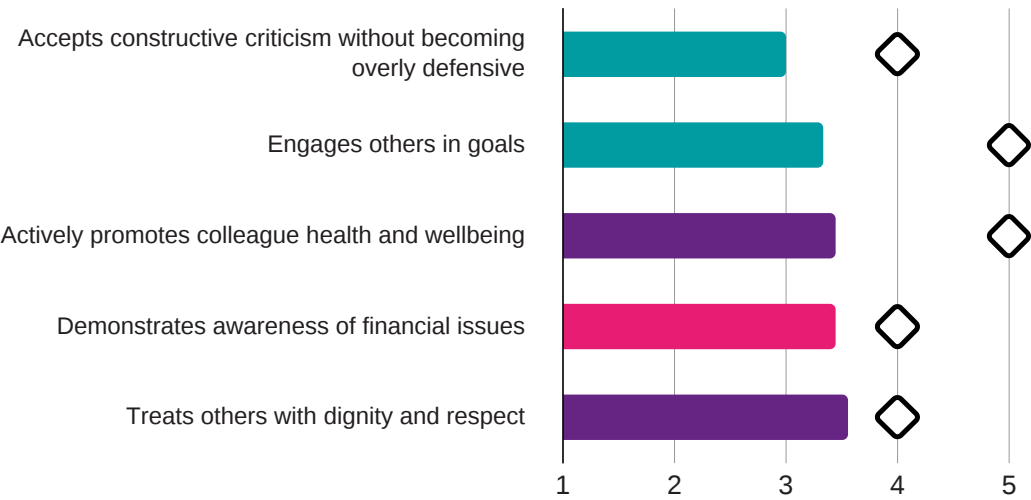


Your lowlights and potential blind spots

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.

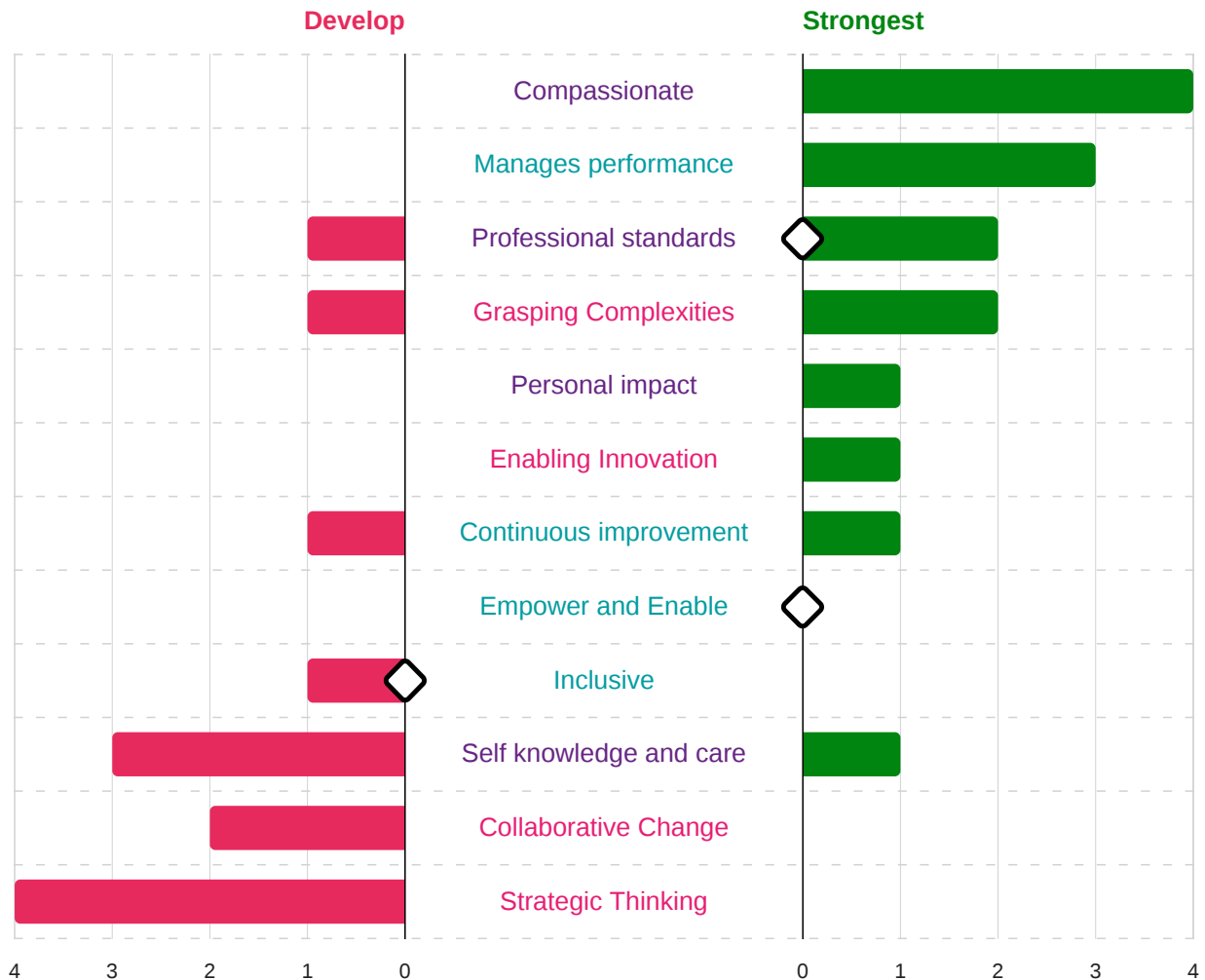


And below are your potential 'blind spots' - where your raters **gave you relatively lower scores than you gave yourself**.



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?

Donec at nibh quis nunc congue molestie.

Elementum sodales velit maecenas lacus diam.

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

Etiam scelerisque massa eget felis maximus, in luctus nulla egestas.

Cras maximus odio eget ipsum sagittis feugiat.

Maecenas cursus eros sed erat ornare porta.

Ipsum gravida sit posuere adipiscing arcu phasellus cursus neque consequat fames est.

Quisque eleifend felis quis sagittis aliquet.

Nunc at velit quis ante auctor rutrum vel et tellus.

How can they improve their current effectiveness?

Proin in elit a eros posuere pulvinar id et justo.

Integer aliquet ipsum et commodo gravida.

Taciti rhoncus molestie adipiscing quisque lacinia hac eleifend cursus.

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

Erat mauris nisl amet ligula sollicitudin sociosqu iaculis semper placerat a mollis aliquet fermentum.

Donec faucibus augue sit amet convallis ultrices.

Lobortis tincidunt congue platea fusce senectus primis sapien volutpat faucibus mattis felis lorem ipsum.

Dignissim sociosqu neque neque posuere nostra mattis nisi rutrum praesent tempus.

Suspendisse volutpat dui non mauris gravida, nec vehicula nisi venenatis.

What should they work on?

Fames at consequat placerat interdum sodales ac.

Pellentesque massa nulla arcu sagittis eget nullam proin imperdiet eu.

Curabitur pulvinar nunc non elit pulvinar viverra.

Neque ante odio congue litora leo dignissim id urna.

Neque risus dui quisque maecenas nec faucibus molestie conubia eget.

Integer aliquet ipsum et commodo gravida.

Tristique fusce convallis blandit litora finibus.

Habitant vestibulum fames luctus felis congue ac ad.

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

Personal Questions

What do you see as a key area of development for me over the next 12 months?

Maecenas viverra enim non ipsum eleifend sollicitudin.

Nullam posuere neque eget libero dictum sollicitudin.

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

Nam at nisl tincidunt, pulvinar ex eu, tincidunt enim.

Velit lobortis duis volutpat lobortis condimentum ut enim enim elementum interdum facilisis dolor.

Integer a nulla eget neque sagittis pulvinar quis eu justo.

Faucibus neque maximus inceptos ac placerat vulputate iaculis.

Sodales primis massa viverra orci nibh vehicula viverra ultricies elementum cubilia mattis.

Donec mattis orci at diam hendrerit gravida.

What support do you think I need in terms of my career development?

Nullam sit amet eros in orci pellentesque elementum a eu nibh.

Donec eleifend dolor id libero auctor pretium.

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

Sed gravida orci at mattis finibus.

Nullam posuere neque eget libero dictum sollicitudin.

Eros cursus orci fringilla ex sed ipsum posuere viverra porta finibus inceptos ex pellentesque.

Taciti rhoncus molestie adipiscing quisque lacinia hac eleifend cursus.

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

Dictumst eget sem eleifend ligula primis volutpat lacus ultricies maecenas pulvinar semper dolor sit.

Your initial thoughts

What do you think you are particularly good at?

Pellentesque a ipsum ut turpis porta blandit a sit amet augue.

How can you improve your current effectiveness?

Donec mattis magna vel lectus lobortis porttitor ut ac eros.

What are your career aspirations?

In finibus ipsum eget nibh dapibus interdum.

What should you work on?

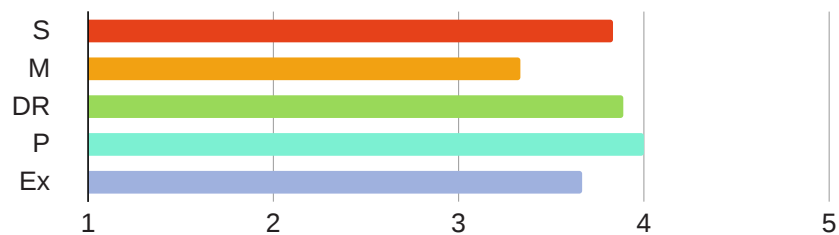
Ut eget dolor sed mi vestibulum rhoncus.

Question responses

LEADING SELF

Self knowledge and care

	S	M	DR	P	Ex
Attends to and balances own needs with that of others	2.0	3.0	4.0	4.0	4.0
Is reflective and takes responsibility for impact on others	4.0	4.0	4.0	4.0	3.0
Is self aware	4.0	3.0	3.3	4.0	4.0
Knows own strengths and limitations	5.0	2.0	3.7	4.3	3.5
Prioritises own well-being	4.0	4.0	4.0	3.7	3.5
Shares vulnerability and knows when to ask for support	4.0	4.0	4.3	4.0	4.0



Attends to and balances own needs with that of others

Self comments

- Donec convallis dui a mauris pharetra, non dictum nunc tempus.

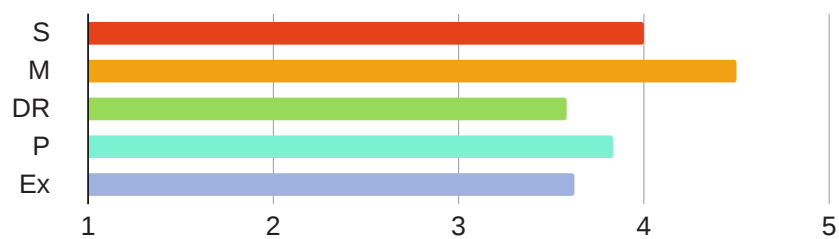
Knows own strengths and limitations

Rater comments

- Euismod sodales vestibulum laoreet risus et felis venenatis varius praesent nam erat curae magna vehicula.

Personal impact

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



Expresses views with confidence

Rater comments

- Ad senectus venenatis urna curabitur ad senectus molestie fusce dapibus rutrum congue neque.
- Proin venenatis arcu sed malesuada facilisis.

Is visible across the department/organisation

Rater comments

- Quisque ut neque eu purus sollicitudin semper.

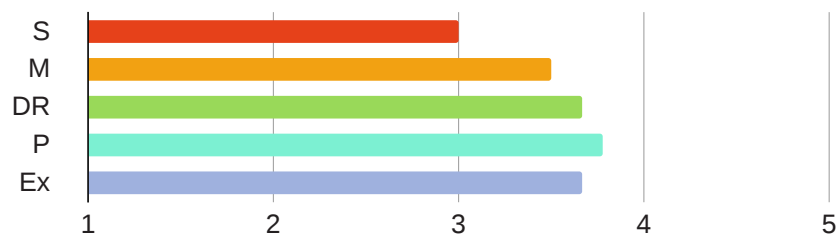
Makes presence felt and has impact

Rater comments

- Aenean eget turpis porttitor, consequat velit ac, mollis libero.
- Sed vehicula sapien a quam venenatis, nec vehicula lectus gravida.

Professional standards

	S	M	DR	P	Ex
Carries out role with honesty and integrity	4.0	4.0	4.0	4.0	4.5
Demonstrates high levels of professionalism	2.0	4.0	3.7	4.0	4.5
Ensures full regulatory compliance	3.0	2.0	3.3	4.0	3.5
Is seen as treating people fairly and equally	3.0	4.0	3.7	2.7	3.5
Sets high standards, aspiring to be the best	3.0	3.0	3.7	4.0	3.0
Shares thoughts and ideas respectfully	3.0	4.0	3.7	4.0	3.0



Carries out role with honesty and integrity

Rater comments

- Cras varius libero eu tempus dapibus.
- Sed vehicula sapien a quam venenatis, nec vehicula lectus gravida.

Demonstrates high levels of professionalism

Rater comments

- Ad senectus venenatis urna curabitur ad senectus molestie fusce dapibus rutrum congue neque.
- Donec luctus auctor odio lobortis lectus nisi molestie diam.

Sets high standards, aspiring to be the best

Rater comments

- Praesent commodo aliquam fames congue libero lorem ornare sed phasellus class.

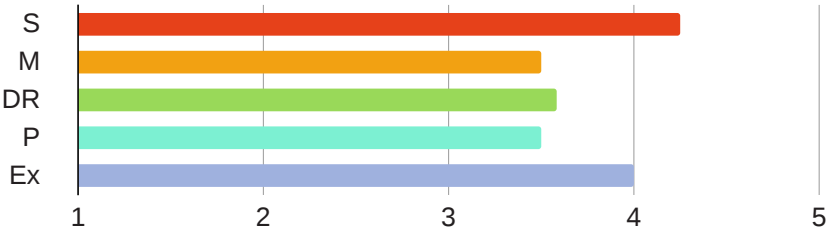
Shares thoughts and ideas respectfully

Rater comments

- Sed lobortis amet fringilla egestas ornare.

Compassionate

	S	M	DR	P	Ex
Actively promotes colleague health and wellbeing	5.0	4.0	3.7	3.0	3.5
Listens attentively and responds to other people's needs	4.0	4.0	3.3	3.7	4.0
Notices how others are feeling and shows empathy	4.0	3.0	4.0	4.0	4.0
Treats others with dignity and respect	4.0	3.0	3.3	3.3	4.5



Actively promotes colleague health and wellbeing

Rater comments

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

Notices how others are feeling and shows empathy

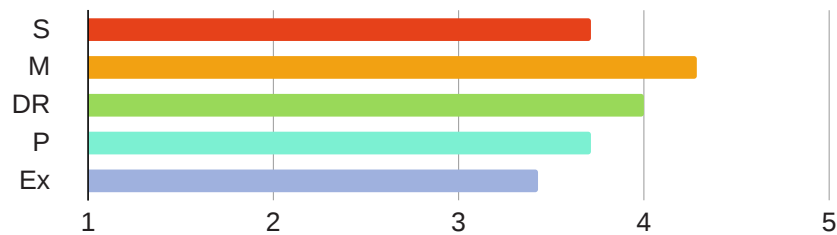
Rater comments

- Dapibus primis vestibulum duis potenti tortor.
- Nunc non neque blandit, ultricies elit efficitur, interdum sapien.

LEADING TEAMS

Manages performance

	S	M	DR	P	Ex
Clarifies expected standards of performance	4.0	5.0	3.7	3.3	3.5
Delegates appropriately	3.0	4.0	4.0	4.0	4.0
Enables others to solve their own problems	4.0	4.0	4.7	3.7	3.5
Ensures differences of opinion are resolved	4.0	4.0	3.7	3.3	3.5
Monitors work carefully	4.0	4.0	4.0	3.7	3.0
Sets clear priorities linked to strategic vision	3.0	5.0	4.0	3.7	3.5
Tackles poor performance	4.0	4.0	4.0	4.3	3.0



Clarifies expected standards of performance

Rater comments

- Ornare cubilia vitae ipsum luctus metus varius finibus quisque tellus lacus.

Ensures differences of opinion are resolved

Rater comments

- Erat lorem egestas proin viverra aliquam aenean nostra tincidunt suscipit massa integer morbi varius.

Sets clear priorities linked to strategic vision

Rater comments

- Curabitur eget arcu sit amet nunc bibendum gravida.
- Orci gravida blandit leo consequat lectus est litora class quisque praesent dapibus litora conubia.

- Nullam dapibus turpis eu gravida facilisis.

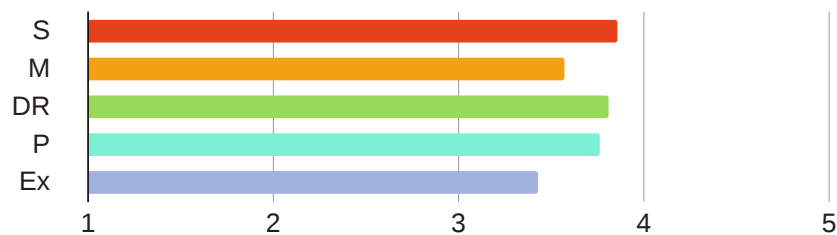
Tackles poor performance

Rater comments

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

Continuous improvement

	S	M	DR	P	Ex
Accepts constructive criticism without becoming overly defensive	4.0	3.0	2.7	3.3	3.0
Challenges assumptions and the status quo, constantly looking at how we can improve what we do	4.0	4.0	3.3	3.7	3.5
Continuously asks for and welcomes feedback	4.0	3.0	4.0	4.7	3.5
Embraces new technology and ways of working	4.0	4.0	4.0	4.0	3.0
Learns from mistakes, taking accountability for what they need to improve	4.0	4.0	4.0	3.3	3.5
Opens up opportunities for people to learn, grow and get on	3.0	4.0	4.0	3.7	3.5
Provides honest constructive feedback to team and others	4.0	3.0	4.7	3.7	4.0



Accepts constructive criticism without becoming overly defensive

Rater comments

- Etiam scelerisque massa eget felis maximus, in luctus nulla egestas.

Continuously asks for and welcomes feedback

Rater comments

- Nullam non sem mollis, porta mauris sit amet, posuere felis.

Provides honest constructive feedback to team and others

Self comments

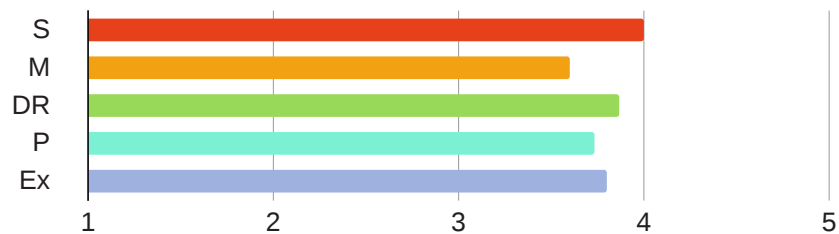
- Integer at lacus nec mauris pulvinar luctus vel non mi.

Rater comments

- Eu enim fermentum risus rhoncus fermentum lorem cursus aenean eget gravida ipsum aenean.

Empower and Enable

	S	M	DR	P	Ex
Builds team confidence by ensuring they know they make a difference	4.0	4.0	3.7	4.3	3.5
Builds trust and creates psychological safety to engage team members	3.0	3.0	3.7	3.3	4.0
Engages others in goals	5.0	4.0	3.7	3.0	3.0
Shows appreciation for others, thanking them for their contribution and celebrates success	4.0	3.0	4.0	4.0	4.0
Takes steps to create a positive work environment	4.0	4.0	4.3	4.0	4.5



Shows appreciation for others, thanking them for their contribution and celebrates success

Self comments

- Aenean consequat magna ac metus pretium, eget mollis est convallis.

Takes steps to create a positive work environment

Self comments

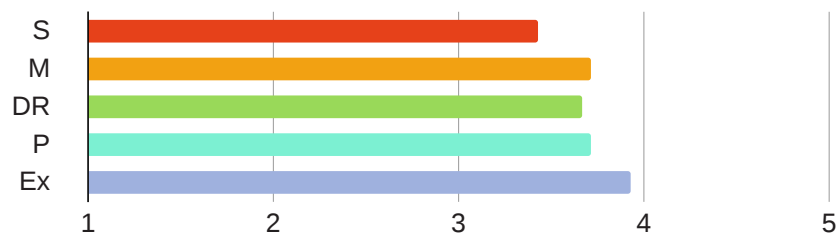
- Nulla posuere tortor sed nisl consectetur, quis dictum orci ornare.

Rater comments

- Netus laoreet vitae donec habitant taciti consequat eleifend sed nisi lectus suspendisse enim.

Inclusive

	S	M	DR	P	Ex
Actively challenges inappropriate behaviour and encourages others to do the same	4.0	5.0	4.7	3.7	4.0
Invites a diverse range of voices to make informed decisions	4.0	3.0	3.3	4.0	4.0
Is aware of personal biases and works to manage these	4.0	4.0	3.7	3.7	4.0
Is curious about different peoples' lived experience	3.0	3.0	3.7	4.7	4.0
Promotes flexible working	3.0	4.0	2.7	3.3	4.0
Takes positive action to enable equal opportunities	3.0	4.0	4.0	3.3	3.5
Welcomes everybody's individuality	3.0	3.0	3.7	3.3	4.0



Actively challenges inappropriate behaviour and encourages others to do the same

Rater comments

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

Invites a diverse range of voices to make informed decisions

Rater comments

- Consequat leo curae vulputate inceptos lobortis purus at ultrices condimentum aenean laoreet habitasse posuere ornare.

Is aware of personal biases and works to manage these

Rater comments

- Phasellus elit aenean sodales laoreet donec.
- Praesent vel eros ac turpis viverra ultricies.

Promotes flexible working

Rater comments

- Morbi vitae mauris fermentum, sollicitudin ipsum consequat, varius lorem.
- Netus laoreet vitae donec habitant taciti consequat eleifend sed nisi lectus suspendisse enim.

Welcomes everybody's individuality

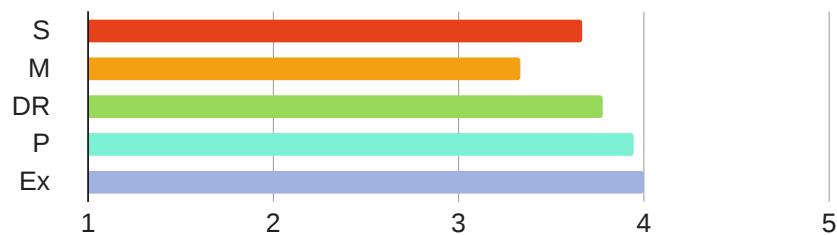
Rater comments

- Eros sem nostra maximus ultricies nec enim ante rhoncus.

LEADING THE SYSTEM

Collaborative Change

	S	M	DR	P	Ex
Consults appropriately and actively resolves relationship issues	3.0	3.0	3.3	4.0	4.5
Develops strong partnerships with stakeholders	3.0	3.0	3.7	4.3	4.0
Ensures structures and processes align with objectives	3.0	2.0	3.7	3.7	4.0
Helps others to embrace change	3.0	4.0	4.3	3.7	4.0
Strives to break down unhelpful hierarchical practices	5.0	4.0	3.7	4.0	4.0
Takes actions to break down silos	5.0	4.0	4.0	4.0	3.5



Consults appropriately and actively resolves relationship issues

Self comments

- Praesent vel augue dignissim, blandit lacus vitae, tincidunt ipsum.

Rater comments

- Curabitur sit amet mi ac dui placerat laoreet.

Ensures structures and processes align with objectives

Rater comments

- Nam at nisl tincidunt, pulvinar ex eu, tincidunt enim.
- In at quam lacinia, feugiat mauris sed, eleifend tortor.

Helps others to embrace change

Rater comments

- Donec luctus auctor odio lobortis lectus nisi molestie diam.

Strives to break down unhelpful hierarchical practices

Rater comments

- Habitant vestibulum fames luctus felis congue ac ad.

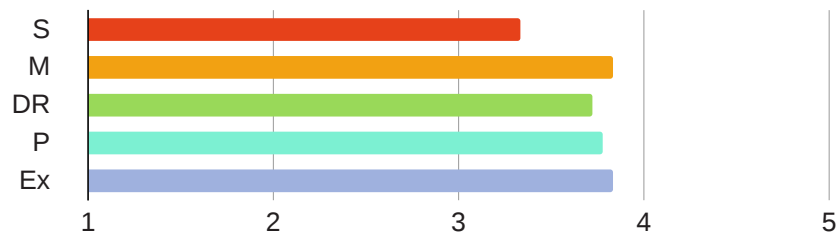
Takes actions to break down silos

Rater comments

- Turpis ipsum lacinia nulla facilisis viverra vivamus eget primis rhoncus ante tempus varius pharetra.

Grasping Complexities

	S	M	DR	P	Ex
Applies knowledge to solve practical issues	4.0	3.0	4.0	4.0	3.0
Asks probing questions to establish the facts	2.0	3.0	4.0	4.3	3.5
Draws accurate conclusions from the information available	4.0	4.0	4.0	3.3	4.0
Identifies the core of the problem	3.0	4.0	3.7	4.0	3.5
Makes effective judgment	3.0	4.0	3.0	3.3	5.0
Quickly assimilates new information	4.0	5.0	3.7	3.7	4.0



Makes effective judgment

Rater comments

- Phasellus finibus libero accumsan elit varius tristique.

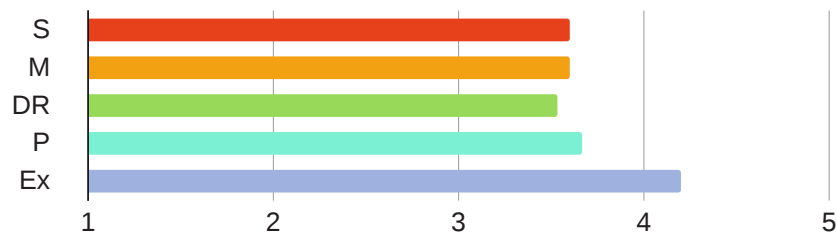
Quickly assimilates new information

Rater comments

- Velit lobortis dui volutpat lobortis condimentum ut enim enim elementum interdum facilisis dolor.

Enabling Innovation

	S	M	DR	P	Ex
Challenges assumptions and commercial thinking	4.0	3.0	3.0	4.0	4.5
Generates imaginative solutions	3.0	5.0	3.3	3.7	4.0
Is open to new ways of doing things	3.0	4.0	3.3	3.7	4.5
Seeks out innovative approaches	5.0	3.0	3.7	3.7	4.5
Values others' contribution	3.0	3.0	4.3	3.3	3.5



Challenges assumptions and commercial thinking

Rater comments

- Sed sit amet ipsum eleifend, ullamcorper lectus sit amet, tempor nisi.
- Etiam tristique enim vitae mauris iaculis, et eleifend magna volutpat.

Generates imaginative solutions

Rater comments

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

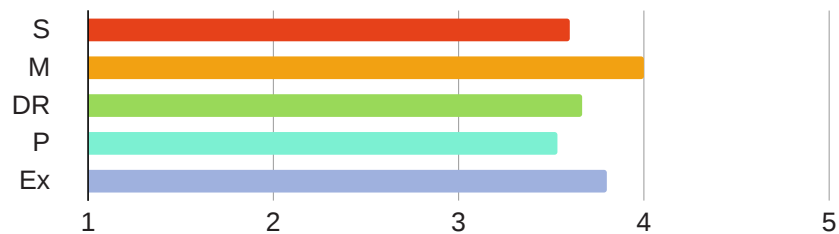
Values others' contribution

Rater comments

- Nullam id magna vehicula urna viverra volutpat.
- Erat lorem egestas proin viverra aliquam aenean nostra tincidunt suscipit massa integer morbi varius.

Strategic Thinking

	S	M	DR	P	Ex
Creates a strategic plan	3.0	5.0	3.7	4.0	3.5
Demonstrates awareness of financial issues	4.0	4.0	3.0	3.3	4.0
Has an inspiring vision for the future of the organisation	4.0	4.0	4.3	4.0	3.5
Is forward looking and strategic in approach	3.0	3.0	3.3	3.0	4.0
Steps back from current issues and considers the big picture	4.0	4.0	4.0	3.3	4.0



Creates a strategic plan

Rater comments

- Neque diam ad sapien sollicitudin duis orci nullam.

Demonstrates awareness of financial issues

Rater comments

- Cras maximus odio eget ipsum sagittis feugiat.
- Mattis tellus ligula cursus convallis habitasse adipiscing non sed etiam bibendum neque consequat suspendisse.

Has an inspiring vision for the future of the organisation

Rater comments

- Duis mattis nibh vel enim congue, non dapibus nunc cursus.

Steps back from current issues and considers the big picture

Rater comments

- Donec at nibh quis nunc congue molestie.

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:

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