

## Making 360 a Part of Supplemental Health Care's Leadership Development



When a new CEO was appointed at Supplemental Health Care a few years ago, one of his first initiatives was to assess the leadership skills and behaviors for himself and his executive team in a 360 feedback survey. Henson Associates worked with the CEO and the HR Vice President to create a 360 assessment that reflected the "I C.A.R.E." philosophy and leadership skills that are critical to Supplemental Health Care's success as a renowned international employment agency that supplies temporary and permanent professionals in the medical industry.

At Supplemental Health Care all of the employees try to epitomize the core values of Integrity, Candor, Accountability, Respect, and Excellence. This "I C.A.R.E." philosophy extends throughout the company, from divisions and branch offices to the nurses and therapists out in the field.

### Process

We recommended assessing no more than 3 leaders within a 30-day period. This rotation plan helped prevent rater fatigue as several of the raters may assess the same people. This rotation also allowed time for more focused coaching sessions.

After about 10-12 days after the assessments were sent online, a final report was mailed to each subject. Managers received a summary of the report, but complete reports were only given to each subject. Because the subjects were geographically dispersed, Nancy met individually by phone with each of the subjects. The coaching sessions were designed to help them leverage their strengths, analyze the causes for perceived negative behaviors, and learn ways to improve their performance. Managers of the subjects were also encouraged to meet with each of them to answer questions and provide additional coaching and guidance.

After 3 sessions, subjects created a development plan that could be completed in 6 months or less. In most cases, no additional training was required; awareness of their issues and motivation and support were keys to change.

On an annual basis, other managers are now assigned to participate in this process. In most cases they welcome the opportunity to learn how others perceive them in their work environment so they can learn and develop.

### Testimonials from former feedback subjects at SHC:

*Can I tell you that the feedback that I received from my Allied RVP's was absolutely wonderful – they really did appreciate your coaching and so did I. Thanks again for all your help – I am doing well and have received great feedback on the changes I've made and I owe it to you!*

Jo Van Oss  
VP of Operations, Allied Division

*I wanted to take this chance to thank you for the time you spent with me on my 360. It was clear that you were very prepared for each call and had a lot of insight into my evaluation, more than I could have possibly had myself. The 360 report was a great tool, but without the discussions that we had, I would not have been able to get as much information out of it or been able to weed through all of the information. It was much easier to digest after our conversations. The development plan will allow me to isolate a few key areas to strengthen and keep me from feeling so overwhelmed. I know that this will help me develop both as a professional and as a person. Thank you very much!!!*

Christopher Long  
Director of Operations, Travel Nursing Division