

Evolution of Feedback-deprived Leadership Team

Under a new CEO, these healthcare leaders learned the true cost of feedback deprivation

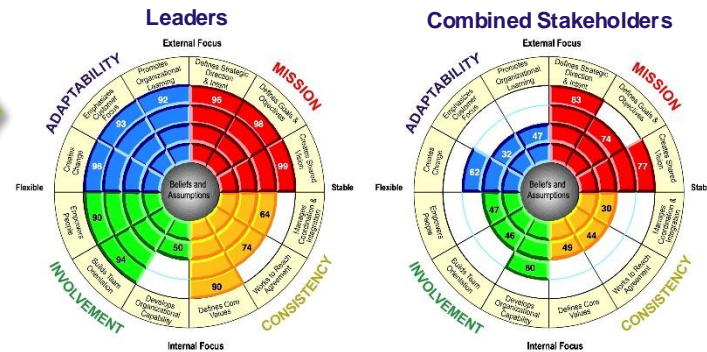
The new CEO of a regional healthcare organization learned that their team operated with a different understanding of “what good looks like”.

- Their former CEO held the role for over a decade, and put her energy largely into Board and community relations
- Reputation was everything, and building a veneer of excellence translated to a lack of transparency, and a culture of distortion and disconnection
- The new CEO sensed the disparity between communicated and actual capabilities and performance, and initiated leadership feedback and development
- All top leaders received 360 feedback

What they learned: Their true skills and performance lagged significantly behind their self-perceptions

“Our executive team is now more supportive of those under them in our new leadership culture – with more cross-department communication and collaboration.”
– CEO

Leaders vs. Combined Stakeholders



What they did about their skill gaps:

- The CEO convened a leadership development process for all executive-level team members
- They “confronted the brutal facts” without brutally confronting each other – creating a culture of honesty and safe accountability
- Each executive also began their own private journey towards greater effectiveness, and shared their gaps and progress with their colleagues
- They all experienced executive coaching and personality/style assessments, increasing self-awareness. They then modeled behavior that fostered authentic real-time feedback from all directions

Performance improvements:

- Profitability ▪ Revenue ▪ Teamwork
- Awareness ▪ Respect ▪ Accountability

