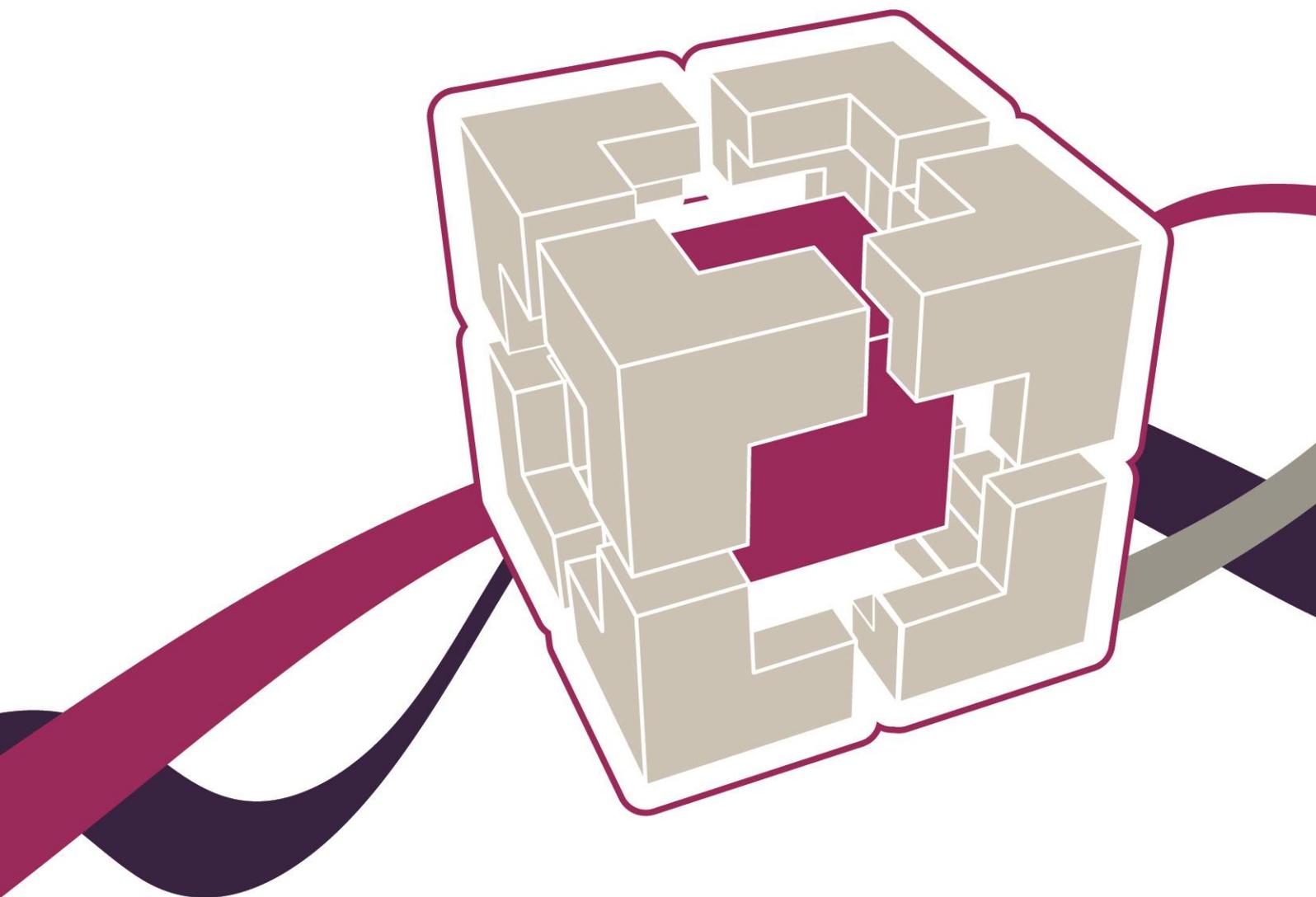


# The Healthcare Leadership Model Appraisal Hub

360 Assessment User Guide



# 360 Assessment User Guide

## Contents

- 03** Introduction
- 04** Accessing the Healthcare Leadership Model Appraisal Hub
- 08** Creating a 360 assessment questionnaire
- 14** Completing a 360 assessment questionnaire
- 15** Changing the date
- 16** Starting your questionnaire
- 20** Choosing a facilitator
- 22** Choosing some raters
- 26** Requesting your report
- 27** Understanding your 360 assessment report
- 28** Overview of report structure
- 30** Help and support

The Healthcare Leadership Model Appraisal Hub is an online, user friendly system for measuring and providing leaders in healthcare with feedback on their individual behaviour and performance

# Introduction

## What is the Healthcare Leadership Model Appraisal Hub?

- The **Healthcare Leadership Model Appraisal Hub** is an online, user friendly system for measuring and providing leaders in healthcare with **feedback** on their individual **behaviour** and **performance**.
- The hub enables you to complete a **questionnaire** based on the Healthcare Leadership Model that evaluates your **self-perception** of your leadership behaviour in the workplace.
- Individuals who have chosen to participate in the **360 questionnaire** will also receive **feedback** from their '**raters**'; other people (Peers, Direct reports, Line manager, and others) whom they have invited to provide **observation** and **comment** on their leadership **performance** and **behaviour**.
- The results are presented to you in a **report** which will be provided by an **accredited facilitator** as part of a **dedicated feedback session**.
- The report will give you an indication of your current leadership **performance** and **behaviour** as seen by yourself in **comparison** with your raters.
- Through exploration of the report with your facilitator, you will gain a real **insight** into your areas of **strengths** and **limitations** and begin to construct a **development plan** from which to enhance your effectiveness as a leader.
- The information within the report is treated as **confidential** to you. However, you may wish to share the report with others, for example members of your **team**, a **coach** or someone else who can help you interpret the results – but that is completely your **own** choice.

## Why am I being asked to complete this questionnaire?

- The questionnaire provides an opportunity for you and the people you work with to **rate** your leadership behaviours within your work place. This will help you to **develop** and make **sustainable improvements** to your performance at work.
- The questionnaire can be used to provide a **starting point for discussion** and **increased awareness** at an **individual, team** or **organisational** level.
- The report can provide you with an **increased awareness** of both your **strengths** and **limitations** in the workplace. It can highlight areas where you may have **overestimated** your performance as well as areas you may have **neglected**.

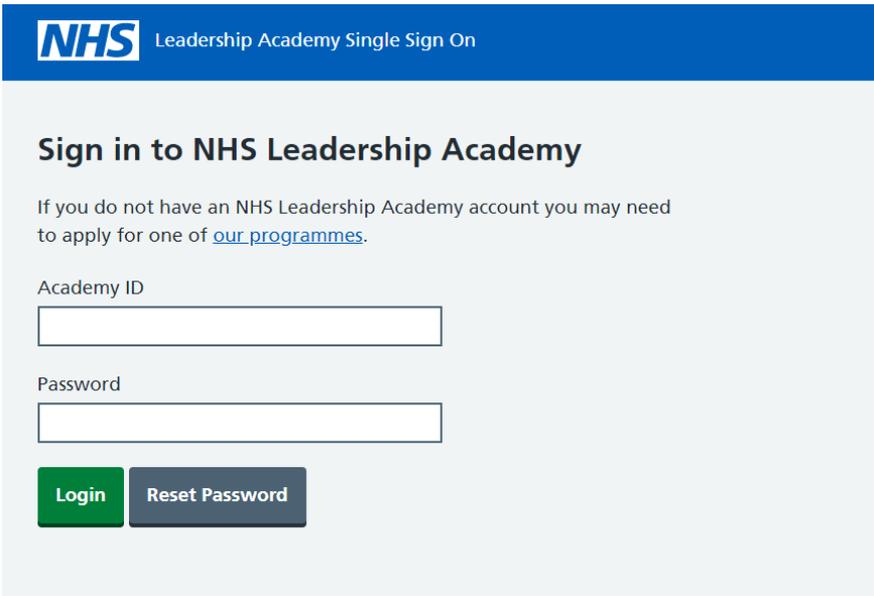
## What should I do if I have any technical difficulties?

Please contact the helpdesk on **+44 (0)1242 282 979** or email us: [360support@jcaglobal.com](mailto:360support@jcaglobal.com)

## Step 1.

# Accessing the Healthcare Leadership Model Appraisal Hub

- In order to create and begin a 360 assessment, you will need to access the Healthcare Leadership Model Appraisal Hub via the following link:
- <https://profile.leadershipacademy.nhs.uk>
- The link will take you to the **home page** of the Healthcare Leadership Model Appraisal Hub where you will be required to enter your username and password.



The screenshot shows the NHS Leadership Academy Single Sign On login page. At the top, there is a blue header with the NHS logo and the text "Leadership Academy Single Sign On". Below the header, the main heading is "Sign in to NHS Leadership Academy". A sub-heading reads: "If you do not have an NHS Leadership Academy account you may need to apply for one of [our programmes](#)." There are two input fields: "Academy ID" and "Password". Below the input fields are two buttons: "Login" (green) and "Reset Password" (grey).

- If you **do not** have a username and password you will need to create an account by following the steps below:

# Creating an Account

- In order to create and begin a 360 assessment, you will need to access the Healthcare Leadership Model Appraisal Hub via the following link:
- <https://profile.leadershipacademy.nhs.uk> The link will take you to the home page of the NHS Leadership Academy where you will be required to enter your username and password.
- If you do not have a username and password you can create one by clicking on register.

The screenshot shows the NHS Leadership Academy Profile website. At the top is a blue navigation bar with the NHS logo and the text 'Leadership Academy Profile'. Below this are four menu items: 'Home', 'Register', 'Login', and 'Contact Us'. A yellow banner below the navigation bar contains the text: 'This is a NEW Service', 'Leadership Academy's Profile replaces Leadership Academy NHSX.uk website from the 17th Jan 2022.', and 'If you would like to find out more about the new service please follow our [user guide](#).' Below the banner is a large heading 'Welcome to Academy Profile'. Underneath, it says 'If you already have an Academy Profile, please [login here](#).' There are two buttons: a green 'Login' button with a right-pointing arrow and a blue 'Register' button with a right-pointing arrow. The 'Register' button is highlighted with a red rounded rectangle. Below the buttons, it says 'Alternatively, you can [register here](#) and create new Academy Profile to apply for our programme offer..'

→ Create an account using the form pictured below:

## Account creation

First name

Last name

Email

Password

The password must contain at least one number and both uppercase and lowercase letters, we recommend using special characters as well

Confirm Password

What region do you live in?

Band

By proceeding with the account registration, you'll confirm that you've accepted our terms of [Data Privacy Policy](#) and agree for your data to be stored and processed in accordance with it.

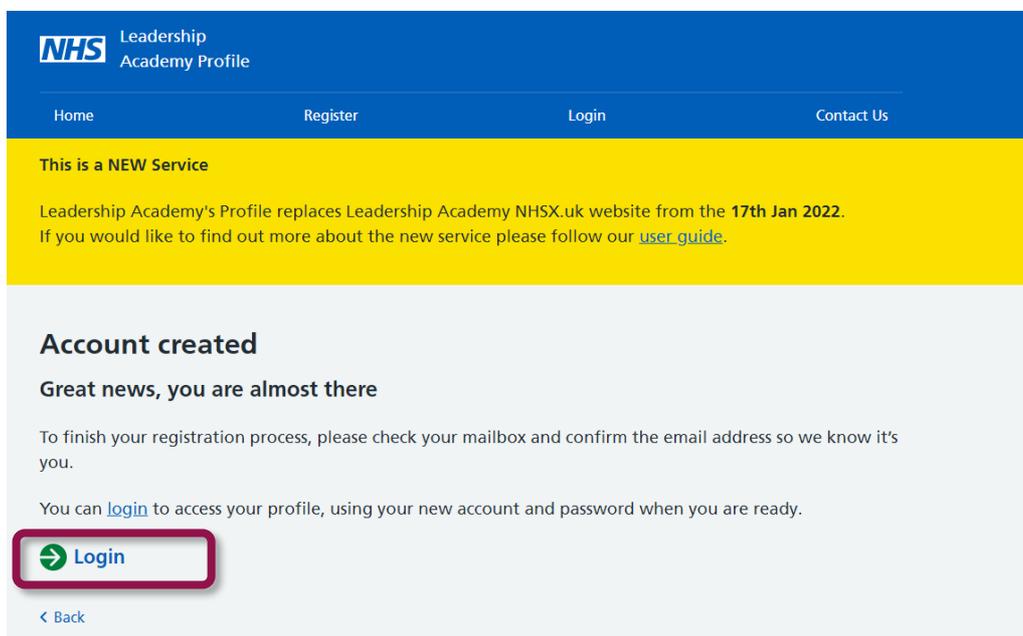
If at any time you change your mind and want to withdraw your consent, or want any information we hold about you deleted, you can do this by emailing [enquiries@leadershipacademy.nhs.uk](mailto:enquiries@leadershipacademy.nhs.uk)

I confirm I have read and accept the Academy's [Data Privacy Policy](#) and above agreement

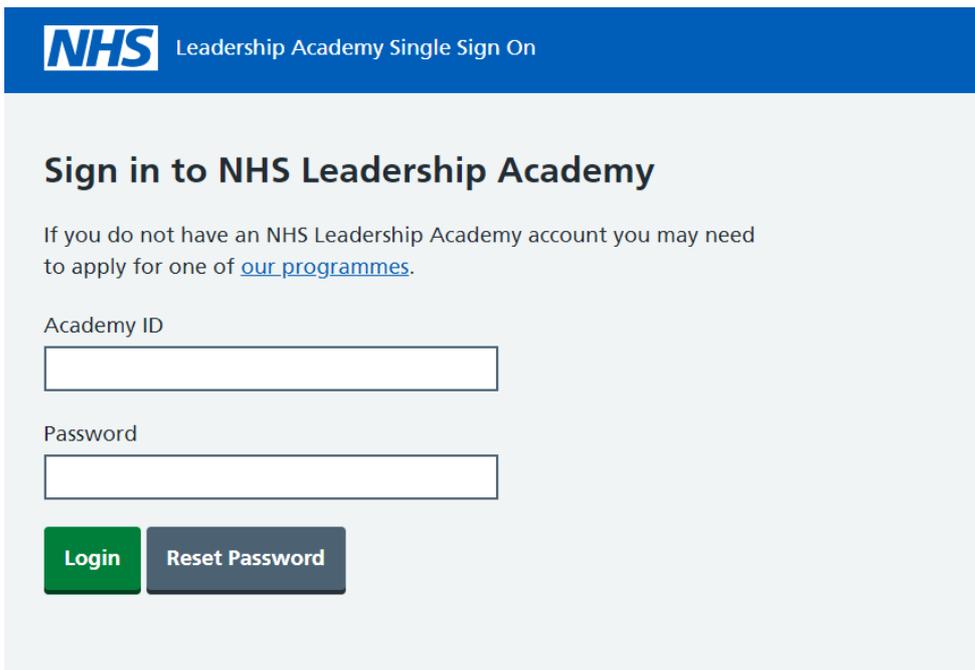
- Once you click 'register' you will receive an email to the address you specified when you created an account, containing your **10-digit Username**. Please see example below:



- ✓ Once you have created an account, you can now log in using your 10 digit user ID and the password you have just created.

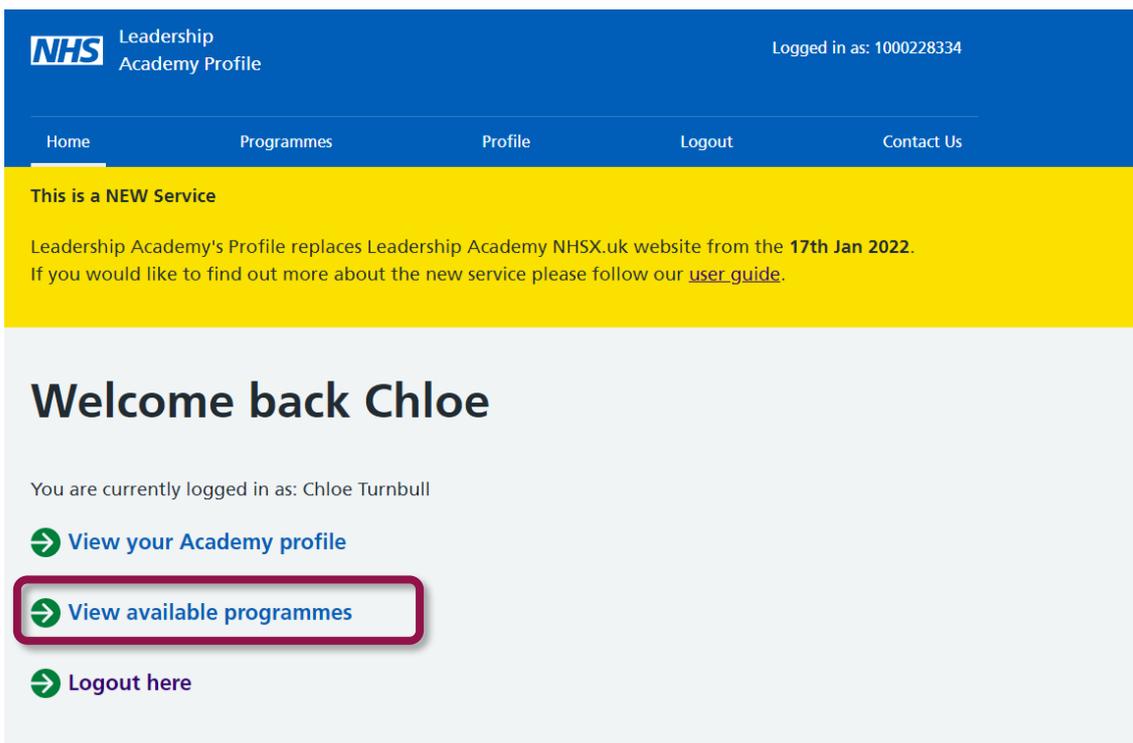


→ please see example (shown below)



The screenshot shows the NHS Leadership Academy Single Sign On login page. At the top, there is a blue header with the NHS logo and the text "Leadership Academy Single Sign On". Below the header, the main heading is "Sign in to NHS Leadership Academy". A sub-heading reads: "If you do not have an NHS Leadership Academy account you may need to apply for one of [our programmes](#)." There are two input fields: "Academy ID" and "Password". Below these fields are two buttons: a green "Login" button and a grey "Reset Password" button.

→ Once you have logged in, click available programmes:



The screenshot shows the NHS Leadership Academy Profile page. At the top, there is a blue header with the NHS logo, "Leadership Academy Profile", and "Logged in as: 1000228334". Below the header is a navigation bar with links: "Home", "Programmes", "Profile", "Logout", and "Contact Us". A yellow banner contains the text: "This is a NEW Service" and "Leadership Academy's Profile replaces Leadership Academy NHSX.uk website from the 17th Jan 2022. If you would like to find out more about the new service please follow our [user guide](#)." Below the banner, the main heading is "Welcome back Chloe". A sub-heading reads: "You are currently logged in as: Chloe Turnbull". There are three buttons: "View your Academy profile", "View available programmes" (highlighted with a red box), and "Logout here".

→ Then click 'complete missing fields'

Home Programmes Profile Logout

# Programmes

## Healthcare Leadership Model

**A new digital tool for leadership learning.**  
The Healthcare Leadership Model programme provides access to a free self assessment tool, which helps you to assess your leadership behaviours and fully understand your leadership development helping you explore those behaviours using the dimensions of the Healthcare Leadership Model.

**Programme Requirements:**

- Your organisation name is required.
- The other organisation type is required.

 **Complete missing**

**Dashboard**

- [Personal details](#)
- [Email update](#)
- [Home address](#)
- [Employment details](#)
- [Demographics information](#)

## Personal details

Primary email address chloe.turnbull@psionline.com [Change](#)

---

Alternative email address [Change](#)

---

First name

Last name

Band

Home address region

Organisation type

Other organisation type

Organisation

→ Once you have clicked 'submit' click on the programmes button at the top of your screen, you should now see an 'access' button for the healthcare leadership model:

Leadership  
Academy Profile

Logged in as: 1000228334

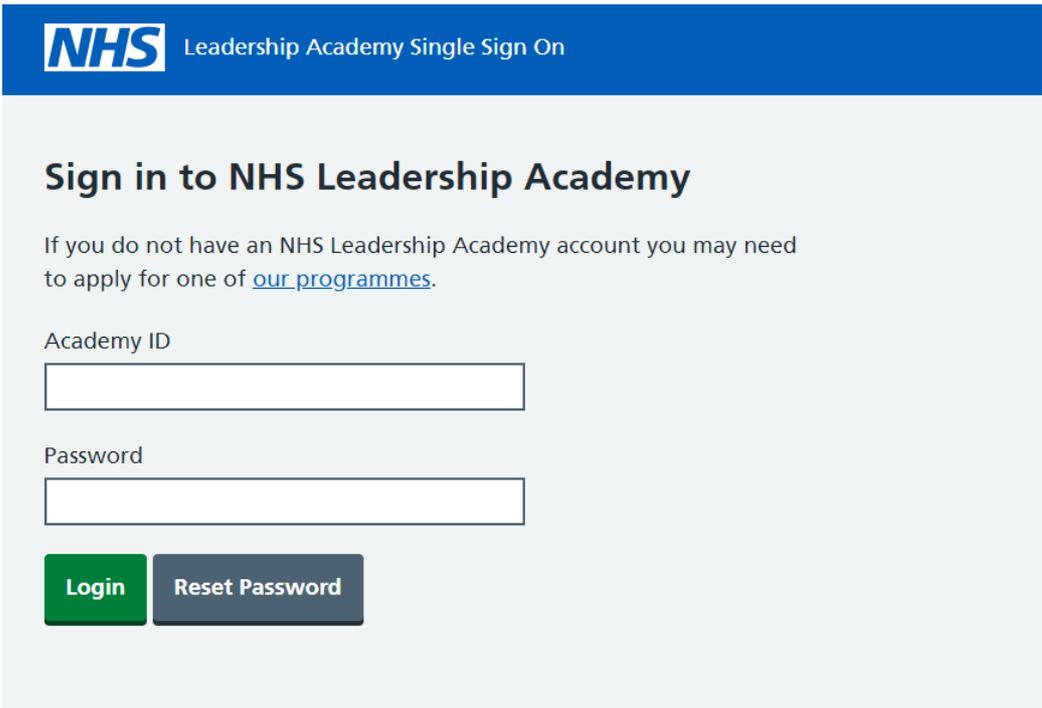
Home
Programmes
Profile
Logout
Contact Us

## Programmes

### Healthcare Leadership Model

**A new digital tool for leadership learning.**  
 The Healthcare Leadership Model programme provides access to a free self assessment tool, which helps you to assess your leadership behaviours and fully understand your leadership development helping you explore those behaviours using the dimensions of the Healthcare Leadership Model.

→ Log in one final time and you can now access the Healthcare Leadership Model:



The screenshot shows the NHS Leadership Academy Single Sign On login page. At the top, there is a blue header with the NHS logo and the text "Leadership Academy Single Sign On". Below the header, the main heading is "Sign in to NHS Leadership Academy". A sub-heading reads: "If you do not have an NHS Leadership Academy account you may need to apply for one of [our programmes](#)." There are two input fields: "Academy ID" and "Password". Below the input fields are two buttons: "Login" (green) and "Reset Password" (grey).

*Click confirm details.*

## Step 2.

# Creating a 360 Assessment Questionnaire

→ If you are logging into the appraisal hub for the first time, or you have recently changed your details, you will be asked to confirm your details by pressing **Continue**

Organisation  
JCA Global

Region  
South West

LDP  
South West

Pay Band  
NA

Continue

→ Once you have successfully gained access to the hub you will have the option to start a questionnaire for **yourself** or purchase **multiple** questionnaires for **others**:

**Healthcare Leadership Model Appraisal Hub**

[Home](#) [Log out](#) [My account](#)

**NHS**  
Leadership Academy

Need help? 01242 282979 or [360support@jcaglobal.com](mailto:360support@jcaglobal.com) or visit the [support page](#)

### Welcome to the Healthcare Leadership Model Questionnaire

This system will allow you to complete the Healthcare Leadership Model self assessment questionnaire and the 360 degree feedback questionnaire. Please click on one of the options below to get started.

**What would you like to do?**

**Start or continue a self/360 questionnaire for YOURSELF** >

- Start a new self or 360 questionnaire
- Access your existing self questionnaire
- Access your existing 360 questionnaire to add your raters, choose a facilitator and request your report

**Purchase or manage multiple 360 questionnaires for OTHERS** >

- Purchase multiple 360 questionnaires for others to complete about themselves (create a batch)
- Purchase group reports to compare feedback for 3 or more people

→ Click on the option to **Start or continue a self/360 questionnaire for YOURSELF**.

→ Click on **Create a new questionnaire**

The screenshot shows the top navigation bar with 'Home', 'Log out', and 'My account' links. Below the navigation bar, the page title is 'Your questionnaires'. A sub-header reads: 'Here you can create and manage your questionnaires, and those which other people have asked you to take part in'. Below this, it states 'You have not created any questionnaires yet.' There are two buttons: a red 'Create a new questionnaire' button and a grey 'Back to start' button.

→ Select **360 Questionnaire** from the options available.

The screenshot shows the 'Create questionnaire' page. The heading is 'Create questionnaire'. Below it, the instruction is 'Please select the type of questionnaire you would like to start'. There are two radio button options:
 

- Self Questionnaire**: A free self assessment, you will be able to generate the report yourself upon completion.
- 360 Questionnaire**: A 360 feedback questionnaire. This costs £40 + VAT and allows you to complete your self questionnaire and add raters to receive feedback from. Your 360 report will be available through an accredited feedback facilitator.

 At the bottom, there are two buttons: a grey 'Cancel' button and a red 'Create' button.

→ Choose a date that you wish it to be completed by. This is simply a **guide** for your raters for how long they have to complete their feedback.

→ Click **Create**

→ This will take you to the following payment screen:

The screenshot shows the 'Make a payment' screen. The heading is 'Make a payment'. Below it, the text reads: 'You are required to make a payment for: Your 360 questionnaire'. The total amount payable is listed as '£40.00 + VAT'. There are two main payment options, each in a red box with a right-pointing arrow:
 

- Pay by credit card**: Immediately purchase individual reports using your credit or debit card.
- Pay by purchase order**: A valid purchase order reference is required and an invoice will be sent directly to your organisation's finance department.

 At the bottom, there is a grey 'Cancel payment' button.

- Here you can select the **Pay by Credit or Debit Card** option or **Pay by purchase order**

## Paying by Purchase Order

- Once you have clicked **Pay by purchase order**, you will be presented with the following screen:

**Pay by purchase order**

Find your organisation details and enter your purchase order number to complete payment

Amount (£)

40 + VAT

Your purchase order number

Please note - In order to access your 360 report you must enter a valid P.O. Number.

Search

Cancel purchase

- The figure in the **Amount** field will **default**.
- You will be required to enter your purchase order number to continue. If you **do not** have a valid purchase order number, you will need to **raise** one via your **finance department**.
- Lastly, you will be required to enter your **organisation**. Clicking on the **Search** button, you will be presented with this screen:

**Search for organisation**

Enter your organisation's name or city to search

Can't find your organisation? [Click here](#)

Search name (whole or part)

Find by city

Cancel search

Search with these details

✓ Here you can search by your organisation's **name** or by the **city** in which it is located. Once you have entered a name or city, select the **Search with these details** button to bring up a list of organisations which match your search.

→ **Choose** your organisation from the list by clicking the **Select** button next to it.

Name	Address			Options	
130A SEWARDSTONE ROAD	MILE END	LONDON	GREATER LONDON	Select	
137 LODGE HILL	ABBAY WOOD	LONDON	GREATER LONDON	Select	
139 LODGE HILL	ABBAY WOOD	LONDON	GREATER LONDON	Select	
15 HOMERTON ROW	HOMERTON	LONDON	GREATER LONDON	Select	
15 THORNE CLOSE	THORNE HOUSE	LONDON	GREATER LONDON	Select	
181 LODGE HILL	GOLDIE LEIGH	LODGE HILL	ABBAY WOOD	LONDON GREATER LONDON	Select
1A BEATRICE PLACE	MARLOES ROAD	LONDON	GREATER LONDON	Select	
2 WOLVERTON GARDENS	WEST LONDON MENTAL HEALTH TRUST	LONDON	GREATER LONDON	Select	

- Please note: If you **cannot** find your organisation details please select **Click here** above the search fields on the **Search for Organisation** page and fill in the form on the next page. The help desk will add your organisation to the database **as soon as possible** and **email** you once this has been done.
- Once you have selected your organisation, click the **Purchase now** button to **process** the payment.

### Pay by purchase order

Find your organisation details and enter your purchase order number to complete payment

Amount (£)

40

+ VAT

Your purchase order number

832489346

Your organisation details

JCA

Search

Cancel purchase

Purchase Now

- If your trust or organisation has **not previously** completed **any transactions with JCA Global** – the company with which the NHS Leadership Academy has partnered with to create the appraisal hub – you will need to **set JCA Global up as a supplier**.
- Please contact the 360 support team on 01242 282979 or at [360support@jcaglobal.com](mailto:360support@jcaglobal.com) to request a supplier template if required.

## Paying by Credit or Debit Card

- Once you have clicked **Pay by Credit Card**, you will be presented with the following screen:

**Pay by credit card**

Payments by credit cards are transacted by SagePay

Amount payable in pounds

40 + VAT

Cancel Continue

- All payments made by card within the Appraisal Hub are transacted through **SagePay**, an online secure payment service.
- The figure in the **Amount** field will **default** according to the **number** of participants and/or group reports entered **previously**.
- Next click **Continue** and you will be redirected to the SagePay **payment screen**, shown below:

sage | pay

jca®

**Transaction Details**

To Pay For :	Credits
Amount :	48.00 GBP

**Select Payment Method**

Please click below to select the type of card you wish to use.

VISA VISA DEBIT VISA ELECTRON MasterCard

Please only click the cancel button below if you intend to abort this payment process.

Cancel

**FAQs**

If your browser is not showing the secure padlock on your screen click on this padlock.

- The figure shown in the **Amount** field will change to the **full amount payable including VAT**. The 'credits' shown in the **To Pay For** field simply represents the 360 questionnaires and/or group reports that you have purchased within the system.

- Please select your card type, and you will be taken to the screen below where you will need to enter all your **payment details**:

The screenshot shows the Sage Pay interface. At the top left is the 'sage | pay' logo, and at the top right is the 'jca' logo. Below the logos, the section 'Transaction Details' is displayed with the following information:

To Pay For :	Credits
Amount :	48.00 GBP

Below this is the 'Enter Card Details' section, which contains the following fields:

- Card Number\* (with a note: enter without spaces)
- Payment type: Visa
- Firstname\* (with a note: name as it appears on card)
- Surname\* (with a note: name as it appears on card)
- Valid From: Month: [dropdown] Year: [dropdown] (with a note: if not present, leave blank)
- Expiry date\*: Month: [dropdown] Year: [dropdown]
- Security Code\* (with an information icon)
- Billing Address Line 1\* (with an information icon)
- Billing Address Line 2
- Billing City\*
- Billing Post Code\* (with an information icon)
- Billing Country\*: United Kingdom (dropdown)

At the bottom of the form, there are three buttons: 'Back', 'Cancel', and 'Proceed'. The 'Proceed' button is highlighted with a red border.

- Once you have entered all your details, please select **Proceed** and your payment will be arranged.

- ✓ *Note: If you add an email address to the Sage Pay screen, you will be emailed a full receipt.*

## Step 3.

# Completing a 360 Assessment Questionnaire

- Once you have successfully **created** and **purchased** a 360 Questionnaire, you can begin to complete it immediately.
- You will be presented with a menu screen below and can choose any of the following options in whichever order you prefer:
  - Change this date
  - Choose a facilitator
  - Start my questionnaire
  - Choose some raters

This is your questionnaire created on 30 Apr 2014

This questionnaire is due to be completed by Wednesday, 28 May 2014

Change this date

You have not selected a facilitator yet. Please choose one.

Change facilitator

You have not started your questionnaire

Start my questionnaire

You have not selected any raters for your questionnaire

Choose some raters

Your reports will become available from your facilitator once you have completed your questionnaire.

Back to menu

## Step 4.

# Changing the Date

- This option enables you to change your proposed 360 Questionnaire completion date which in turn will change the **completion date** shown on the **emails** your raters receive.
- However, there will be **no** indication of a date change automatically **sent** to raters, you will have to do this by selecting **Resend Email** on the **rater screen**.
- It is also important to note that **nothing** 'happens' if you miss your finish date. It has **no** significance other than to set the date for the auto reminder and completion emails to go out.

### Change the date of your questionnaire

Choose a new time for your questionnaire to finish.

This must be at least 2 days in the future, but we recommend you allow at least 3-4 weeks in total to complete the 360 process

Please note that your raters will not be automatically notified if you change your finish date. You can send them a reminder from your rater page if you would like to let them know.

Finish Date

22/09/2016

Cancel

Set finish date

- Once you click on the date it will bring up a calendar to select the date from.

### Change the date of your questionnaire

September 2016						
Su	Mo	Tu	We	Th	Fr	Sa
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

22/09/2016

Cancel

Set finish date

- Then press **Set finish date**.

## Step 5.

# Starting your Questionnaire

- After clicking on **Start my questionnaire**, you will be asked **nine questions** based on the **nine dimensions** of the Healthcare Leadership Model.
- If you have **Direct Reports** you will also be asked to answer a set of **34 questions** about the team you lead.
- The questionnaire should take approximately **15 to 30 minutes** to complete. However, if you are unable to complete the questionnaire in one sitting, you can log out and log in at a later date to **continue** from the point at which you left.
- Throughout the questionnaire, you will be asked to select a level which accurately **describes your behaviour** and also to **rate the importance** of each dimension to your job role.
- Please note that there are **no better or worse answers**, and the level of behaviour and rate of importance will vary **depending** on the requirements or limitations of **your specific job role**. Try to provide your most **natural** responses to the questions.

Before you start your questionnaire, you will be asked if you have any **Direct Reports**.

Do you have any Direct Reports?\*

Yes

No

If you have direct reports, there are some additional questions for you to complete.

\*A Direct Report is an individual for whom you have a direct responsibility to lead.

For questions related to the nine dimensions, you are given a brief description of the dimension to read. Then, each question consists of two parts.

- For the first part, please read the descriptions and select the option that **best describes your behaviour** in relation to this dimension.
- For the second part, you are asked to **rate how important** the dimension is to your job role.

Once you have selected your answers, click **Save and go to the next dimension**.

**Inspiring Shared Purpose**



Question 1 of 9

**What is it?**

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

**Why is it important?**

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

**What is it not?**

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

You are rating yourself on the dimension of **Inspiring Shared Purpose**

Please read the descriptions below, then select one level that most accurately describes your behaviour.

<span style="font-size: 24px;">?</span> <input type="radio"/> <b>Insufficient</b>	<span style="font-size: 24px;">?</span> <input type="radio"/> <b>Essential</b>	<span style="font-size: 24px;">?</span> <input type="radio"/> <b>Proficient</b>	<span style="font-size: 24px;">?</span> <input type="radio"/> <b>Strong</b>	<span style="font-size: 24px;">?</span> <input type="radio"/> <b>Exemplary</b>
<p style="font-size: small;">I do not consistently meet the descriptors used in 'Essential'</p>	<p style="font-size: small;"><b>Staying true to NHS principles and values</b></p> <p style="font-size: x-small;">Do I act as a role model for belief in and commitment to the service?</p> <p style="font-size: x-small;">Do I focus on how what I do contributes to and affects patient care or other service users?</p> <p style="font-size: x-small;">Do I enable colleagues to see the wider meaning in what they do?</p>	<p style="font-size: small;"><b>Holding to principles and values under pressure</b></p> <p style="font-size: x-small;">Do I behave consistently and make sure that others do so even when we are under pressure?</p> <p style="font-size: x-small;">Do I inspire others in tough times by helping them to focus on the value of their contribution?</p> <p style="font-size: x-small;">Do I actively promote values of service in line with NHS principles?</p>	<p style="font-size: small;"><b>Taking personal risks to stand up for the shared purpose</b></p> <p style="font-size: x-small;">Do I have the self-confidence to question the way things are done in my area of work?</p> <p style="font-size: x-small;">Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?</p> <p style="font-size: x-small;">Do I support my team or colleagues when they challenge the way things are done?</p>	<p style="font-size: small;"><b>Making courageous challenges for the benefit of the service</b></p> <p style="font-size: x-small;">Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk?</p> <p style="font-size: x-small;">Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?</p>

How important is the dimension of **Inspiring Shared Purpose** to your job role?

<input type="radio"/> <b>Fairly Important</b>	<input type="radio"/> <b>Important</b>	<input type="radio"/> <b>Very Important</b>	<input type="radio"/> <b>Vitally Important</b>
--	---	--	---

Save and go to next dimension

- Once you have answered all the questions, you will be asked to confirm your ratings. You will be able to see the answers you have given for each question on a summary page and amend them if needed.

If you are happy with your responses, please continue to the next section. Your responses to this section will then be saved and may not be changed.

Next

Back

→ You will then have the option to click **Next** to continue or go back and amend your answers. Once you click **Next** you will not be able to return to this section.

If you answered **Yes** to having **Direct Reports** you will now be asked a series of **Impact questions** about the team you lead.

### Impact questions

Please answer the following questions about the team you lead.

Page 1 of 6

- 1 The team feel they are working towards a common purpose  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree
- 2 The team creatively apply fresh approaches to improve current ways of working  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree
- 3 Team members willingly strive to achieve high levels of success for the team  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree
- 4 At times of controversial and complex change, the team feel reassured and inspired by good leadership  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree
- 5 Team members feel encouraged to build relationships, both within and outside of the team, to achieve organisational goals  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree
- 6 The team use different styles of communication, stories and symbols to discuss their work  
 Strongly disagree    Disagree    Somewhat disagree    Somewhat agree    Agree    Strongly agree

**Next**

→ Once you have answered all the questions, you will be asked to submit your questionnaire. You can click the **Next** button to submit or the **back** button to go back and make any changes.

### Press next to submit your questionnaire

Once submitted you will not be able to make any further changes to this questionnaire.

**Next**

**Back**

- You will now receive a message screen informing you that the questionnaire is **complete** and asking you to select your **raters** and **facilitator** if you have not already done so.
- You will also be asked to answer a few evaluation questions about the service. This will only take a few minutes. If you wish to answer these questions you can click on the **Next** button.
- If you prefer not to complete these questions, please click on the link provided which will take you to request your report.

## Questionnaire complete

Thank you - you have successfully submitted your questionnaire

### What happens next?

We would also like to ask you a few questions to help us evaluate the service we offer. This should take just a few minutes and we would really appreciate your feedback. Please click **Next** to begin. If you would prefer not to complete the questions, click [here](#) which will give you the option to request your report. Please note that you will still be able to request your report after completing the evaluation questions.

A rectangular button with rounded corners, colored in a dark purple/maroon shade, with the word "Next" centered in white text.

- At the end of the evaluation questions there is a **Next** button to submit these answers.

## Thank you for your feedback

By clicking **Next** your responses to these evaluation questions will be submitted, once submitted you cannot return to this page.

A rectangular button with rounded corners, colored in a dark purple/maroon shade, with the word "Next" centered in white text.

## Step 6.

# Choosing a Facilitator

- You will need to **select a facilitator** in order to **receive** your report which will be presented to you as part of a **dedicated feedback session**.

You have not selected a facilitator yet. Please choose one.

Choose facilitator

- Through exploration of the report with your facilitator, you will gain a real **insight** into your areas of **strengths** and **limitations** and begin to construct a **development plan** from which to **enhance** your effectiveness as a leader.
- You will be presented with a screen requesting you to **Select Facilitator**.
- If you **know** the facilitator you would like to choose, enter their surname (or part of) into the **Surname starts with** field.
- If you **do not** know a facilitator, select a region in the drop down menu to find a list of facilitators in the region most **convenient** for your feedback session. Click **Search**.

### Select Facilitator

Search for and select a facilitator through whom you will receive your facilitated conversation and report. You will receive your report from your facilitator during your feedback session.

Please contact your selected facilitator directly to ensure they are available before requesting your report. You can return here and change your selected facilitator at any time.

Surname starts with

Region

[Click here to see a region map](#)

Search

*Filter your results by clicking on any of the column headings below*

Use the search fields to find a facilitator near you

- A list of facilitators will appear based on your search criteria. You can click on the column headings to sort by city or organisation to help you search. You can then **choose** a facilitator by clicking the **Select this facilitator** button that will be displayed on the **right hand side** of the screen, **next to** the facilitator of your choice.
- The facilitator will then be notified **automatically** by the system of your request.
- Please note that it is still **your** responsibility to contact the facilitator **directly** to arrange a mutually convenient time and date for your facilitation session.

## Step 7.

# Choosing Some Raters

- The 360 Questionnaire enables you to invite **anyone** within your work environment to provide you with **feedback** on your performance and behaviour as a leader. The people you choose to invite are known as '**raters**'.
- The raters will complete the **same** questionnaire (with **you** in mind) that you have completed and an additional four **free-text** questions. We recommend that you add between 10 and 15 raters.
- Direct Reports will also be asked to answer a set of 34 questions about the team you lead.
- Their comments in the four free-text questions will be printed in your report **exactly as written**. The four free-text questions are as follows:
  1. What do they do well in their role as a leader?
  2. What do they do less well in their role as a leader?
  3. How could they improve in their role as a leader?
  4. What other advice could you offer them?

## Rater Categories

- The raters you choose will fall into the following categories:
  - **Line manager:** the person to whom you **report**. This category is mandatory.
  - **Peers:** colleagues and **fellow team members**, probably at a similar job level, with whom you work.
  - **Direct reports:** those for whom you have a **direct** responsibility to **lead**.
  - **Others:** anyone else you would like to receive feedback from.

→ Click **Choose some raters** to invite people to rate you.

This questionnaire is due to be completed by Tuesday, 6 Jan 2015

[Change this date](#)

You have not selected a facilitator yet. Please choose one.

[Choose facilitator](#)

You have completed your self rating questionnaire

~~You have not selected any~~ You have not selected any raters for your questionnaire

[Choose some raters](#)

You cannot request your report until at least the following raters have completed the questionnaire about you.

- 1 Line manager

→ Select **Add a new rater**

**Healthcare Leadership Model Appraisal Hub**

[Home](#) [Log out](#) [My account](#)

Need help? 01242 282979 or 360support@caglobal.com or visit the [support page](#)

### Create the raters for your questionnaire

You have not yet added any raters to your questionnaire

[Back](#) [Add a new rater](#)

→ To invite people you will need to add the **email address** and **name** of the individual and select their relationship to you.

### Create the raters for your questionnaire

Email address

First name

Surname

Relationship

Please select one

[Cancel](#) [Add rater](#)

- Please ensure email addresses are **correct**, as the system is unable to verify these for you.
- Click **Add Rater**. You will be taken back to the previous screen.
- To send their invitations Click **Send Email** alongside each rater.

Mira Sordillo has been added as a rater

### Create the raters for your questionnaire

Back Add a new rater

The following people are registered as raters for your questionnaire

Name	Email Address	Date registered	Relation to you	Status	Last Email Sent	Options
Mira Sordillo	Mira.Sordillo@jcaglobal.com	25/08/2016 14:08:20	Line manager	Not started	No email sent	Send Email Remove

- Your chosen Rater will then receive a **system-generated email** describing the process you are inviting them to take part in and a **link** to the Healthcare Leadership Model Appraisal Hub to enable them to begin rating you.
- Without sending this email, your Rater will **not** be aware that you have chosen them and will be **unable** to begin the process
- Within the questionnaire home screen, there is a **status** for each rater (as seen below) which will **update** accordingly as they complete their ratings of you.
  - When they have rated you it will be marked as **Completed**.
  - You can also send **reminders** to your raters by clicking on the **Resend Email** button. The system will also send a reminder **automatically** when **50%** of your completion time is **remaining**.

### Create the raters for your questionnaire

Back Add a new rater

The following people are registered as raters for your questionnaire

Name	Email Address	Date registered	Relation to you	Status	Last Email Sent	Options
Poppy Boothroyd	poppy.boothroyd@jcaglobal.com	25/08/2016 15:23:31	Direct report	Not started	25/08/2016 15:24:40	Resend Email Remove
Robert Jones	rob.jones@jcaglobal.com	25/08/2016 15:22:53	Peers	Not started	25/08/2016 15:24:40	Resend Email Remove

## Rater Anonymity

- The ratings and comments from your raters are presented **anonymously** in your report. The **only** visible description of the rater will be their **relationship to you** (Line manager, Peer, Direct report, Others).
- However, as most people only have **one** Line manager and your Line manager **must** rate you before you can request your report, your Line manager's ratings and comments **will** be identifiable in your report.
- It is **recommended** that you choose **at least three** peers and **three** direct reports as raters, although this is optional.
- If there are **fewer than three** raters in either 'Peers' or 'Direct reports', these will be **disguised** by **moving** them into the 'Others' group. If 'Others' **still** contains fewer than three raters then 'Direct Reports' will **also** be moved into this group. This means that the reader **cannot recognise** any individual's input, which would be easy to do with one or two raters for each relationship.

## Step 8.

# Requesting your Report

- Once you have completed **all** of the above steps and **at least one Line manager** has finished rating you, the **Request My Report** button will appear. Click this **only** when you are happy that no one else needs to rate you.
- If you would like your raters to have **additional time** to complete their ratings, you can change your completion date to allow them to do this.
- Clicking the **Request My Report** button will send it to your chosen facilitator, ready for your face to face session.

Your report is ready for process. You can request your report from your chosen facilitator

Request My Report

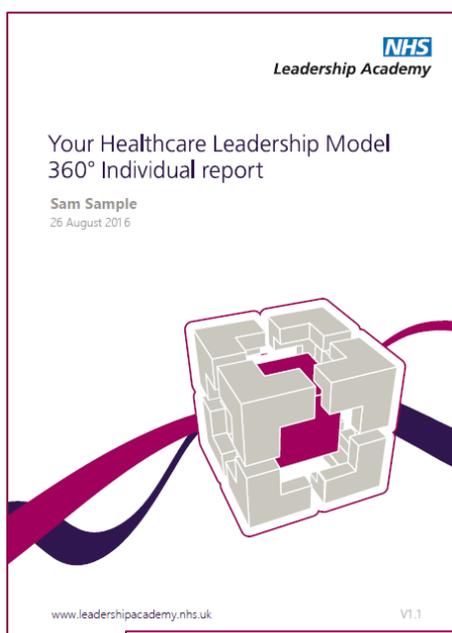
Back to menu

- ✓ *You will not see your report until you participate in your feedback session with your facilitator.*

## Step 9.

# Understanding your 360 Assessment Report

→ You will receive your 360 Report as part of a **dedicated feedback session** with the accredited facilitator of your choice.



### The 360 report is divided into the following sections:

- The Healthcare Leadership Model
- About this report
- Your 360° overview
- Your rater groups
- Your Performance and Importance ratings
- Your Performance versus Importance summary
- Your hidden strengths and blind spots
- Your Performance and Importance analysis
- Your Impact ratings\*
- Your rater comments
- Appendix 1: Your personal development
- Appendix 2: The nine dimensions of leadership behaviour



\*Your Impact ratings will only appear if you have answered 'Yes' to having Direct Reports when completing your questionnaire

# Overview of Report Structure

## 1. The Healthcare Leadership Model

- This section of the report **describes** the Healthcare Leadership Model upon which the 360 Assessment is based and explains **why** and **how** it is useful to leaders.
- This section also covers **personal qualities** and how being **aware** of our **strengths** and **limitations** will have a **direct effect** on how we behave and interact with others.

## 2. About this report

- Here you will gain an **overview** of the report itself, how to use it and your next steps.

## 3. Your 360° overview

- Here you are presented with a **diagram** that displays your **average rating** on the nine leadership dimensions of the Healthcare Leadership Model.
- Your **personal** ratings are presented **separately** to those of your **raters** to enable you to **compare** and **contrast**.

## 4. Your rater groups

- The table in this section displays the **average** ratings given on each of the 360° dimensions by your different rater groups. This table enables you to see any gaps in perception between yourself and your rater groups.

## 5. Your Performance and Importance ratings

- This section of the report displays in a **visual format** your Performance and Importance ratings for each of the **nine dimensions** of the Healthcare Leadership Model.
- Your **personal** ratings are presented separately to those of your **raters** to enable you to **compare** and **contrast**.

## 6. Your Performance versus Importance summary

- In this section you are presented with a **diagram** that displays a **summary** of your ratings by comparing low to high **Performance** against low to high **Importance**. This can demonstrate and in turn improve how you **prioritise** your development focus
- Ratings that align with **low Performance** on dimensions that are of **high Importance** will be shown in the **risk** area (marked in **red**). You may want to prioritise your development actions **here**.
- Ratings that align in **similar** positions against Performance and Importance will be shown in the **balanced** area (marked in **amber**).
- Ratings that align with **high Performance** on dimensions that are of **low Importance** will be shown in the **opportunity** area (marked in **green**).

## 7. Your hidden strengths and blind spots

- The table in this section shows the spread of scores given by **yourself** and **your raters** for each dimension.
- Each coloured circle indicates the **number of raters** who gave you that particular rating. The more people who gave you the same rating, the larger the coloured circle will be in that section.

## 8. Your Performance and Importance analysis

- This section of the report shows you the **spread of scores** given by yourself and all rater groups **against each of the nine dimensions**.

## 9. Your Impact ratings

- This section of the report examines the level of engagement by your Direct Reports in relation to the nine Healthcare Leadership Model dimensions.
- The table in this section displays the spread of scores given by yourself and your Direct Reports on each of the nine leadership dimensions plus seven additional items.
- Please note that this section will only appear if you have answered 'Yes' to having Direct Reports when completing your questionnaire.

## 10. Your rater comments

- This section displays the **free-text** comments provided by your 360 feedback raters in answer to the following **four** questions:
  1. What do they do well in their role as a leader?
  2. What do they do less well in their role as a leader?
  3. How could they improve in their role as a leader?
  4. What other advice could you offer them?
- These comments are presented in your report **as written** by your raters.

## 11. Appendix 1: Your personal development

- Here you are presented with the opportunity to begin mapping out a **personal development plan** based upon your **reflections** of what you have learned about yourself from reading your report.

## 12. Appendix 2: The nine dimensions of leadership behaviour

- Here you are presented with the nine dimensions of leadership behaviour and the behaviours required for each of the rating scales.

# Help and support

If you'd like further help and support with your 360 assessment, please don't hesitate to contact the helpdesk on +44 (0)1242 282 979 or by emailing [360support@jcaglobal.com](mailto:360support@jcaglobal.com).

Alternatively, you can view **Frequently Asked Questions** by following this link:  
<http://modelfaq.jcaglobal.com/>