

Guidance for selecting raters

Healthcare Leadership Model 360 degree feedback tool

To complete the Healthcare Leadership Model 360 degree feedback tool you will need to ask a variety of colleagues to rate your leadership behaviour, as described in the Healthcare Leadership Model.

To ensure your report is as robust as possible you should seek feedback from a range of colleagues, and you should ensure that they understand why you are asking them for feedback and what will be required of them (including the timeframes you are working to). A template email is available for you to adapt and send to colleagues, should this be helpful.

How many raters do I need?

The different rater groups and the recommended number of raters to include from each group are:

- **Line Manager** – the person to whom you report. It is likely you will only have one line manager, though you can add more than this if required/appropriate.
- **Peers** – colleagues and fellow team members, probably at a similar job level, with whom you work. It is recommended to select 3-5 individuals from this rater group.
- **Direct Reports** – those for whom you have direct responsibility to lead. It is recommended to select 3-5 individuals from this rater group (if applicable).
- **Others** – anyone else you would like to receive feedback from and could include patients, senior colleagues, junior colleagues, clients, external partners, etc. It is recommended to select 3-5 individuals from this rater group.

Using the recommended numbers above, it is therefore likely that you will be asking 10-16 individuals to rate you though you are welcome to have more, or less, than this as appropriate. It is required to have at least one line manager complete the process, otherwise you won't be able to generate your report.

Who should I ask to rate me?

Raters will be asked to rate your leadership behaviours, as they observe and experience them. Therefore you should select colleagues who work with you regularly, and/or who work with you in different settings (if applicable).

It is recommended that you resist the urge to only select colleagues that you know will rate you favourably. One of the main benefits of the 360 degree feedback process is helping to identify areas of development, as well as areas of strength. You should therefore aim to include colleagues who might be more constructive in their feedback, and you should ask all raters to be open and honest in their ratings of you.

How long will it take raters to complete the process?

On average it takes raters 15-30 minutes to complete the questionnaire, and the system will remember their progress should they need to sign out and return to complete it at a different time. We recommend that you allow at least a 3-4 week window in which they can complete it, to help account for their other work commitments and annual leave.

What information do I need to get started?

We recommend you get in touch with your raters directly to make sure they are happy to take part. A template email message is available which you may like to adapt. You will also need the name and email address of each of your raters so that you can add them to your 360 in the Healthcare Leadership Model Appraisal Hub. Please ensure you have a valid email address, as the system will not be able to verify these for you. Further information on how to add raters is available from the User Guide at <http://modelsupporthub.icaglobal.com/>

Sample email to send to raters

We recommend that you contact your raters directly to let them know you will be asking them to rate you as part of your 360 degree feedback process. Ideally, you should send this before generating the system-generated email that contains their personal link to rate you. Below is a template message that you may wish to customise.

Dear [rater name],

As part of my continual personal development I am about to take part in the Healthcare Leadership Model 360-degree feedback process and am writing to ask you whether you would be willing to complete a questionnaire on my behalf.

The 360-degree feedback technique is a process through which information is gathered about me and my behaviour at work from the people I work closely with. I shall be asking a number of people to rate me including my manager, colleagues and direct reports.

The information you provide will be confidential and, owing to the requirement to have 3 or more raters in each category, your individual responses will remain anonymous to me. Please note however, if you are completing feedback as my line manager, your responses will not be anonymous.

If you agree to take part, you will be sent an invitation email from leadershipacademy-appraisalhub@jcaglobal.com providing you with the link from which the 360-degree feedback questionnaire can be accessed. The questionnaire, based on the Healthcare Leadership Model, will ask you to consider my leadership behavior at work. When responding to the questions, please consider the context in which I operate. For example, if I am not in a patient facing role you may need to contextualise to my own situation as appropriate. Further guidance on what to consider is also attached for reference.

You will also be given the opportunity to provide written comments at the end of the questionnaire. It is important that you provide me with open and honest feedback to ensure I obtain an accurate assessment of my behaviour at work.

The questionnaire will take about 15-30 minutes to complete (depending on the level of detail you provide). Your feedback and comments are of great value to me and will help me to identify my self-development goals and strategies. I would be grateful if you could confirm to me whether or not you would be happy to complete a questionnaire.

Kind regards,

[Your name]