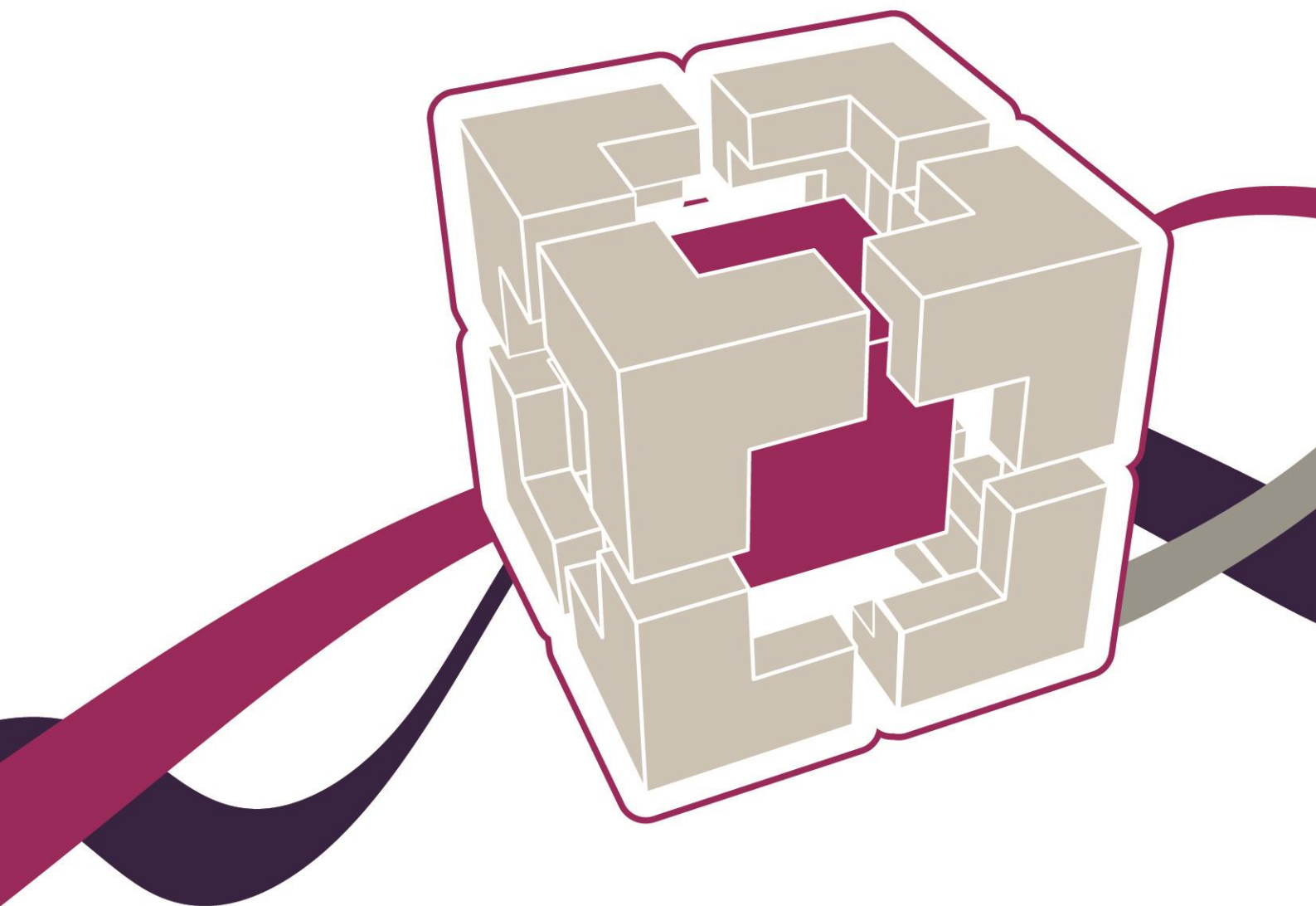


The Healthcare Leadership Model Appraisal Hub


360 Assessment User Guide



360 Assessment User Guide

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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.

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

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://modelappraisalhub.leadershipacademy.nhs.uk/Account/Login>
- 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.
- If you **do not** have a username and password you will need to create an account by clicking on the following link:
<https://nhsx.uk/register>
- Create an account using the **form** pictured below:

Register with NHSx

First name

Last name

Email

Password

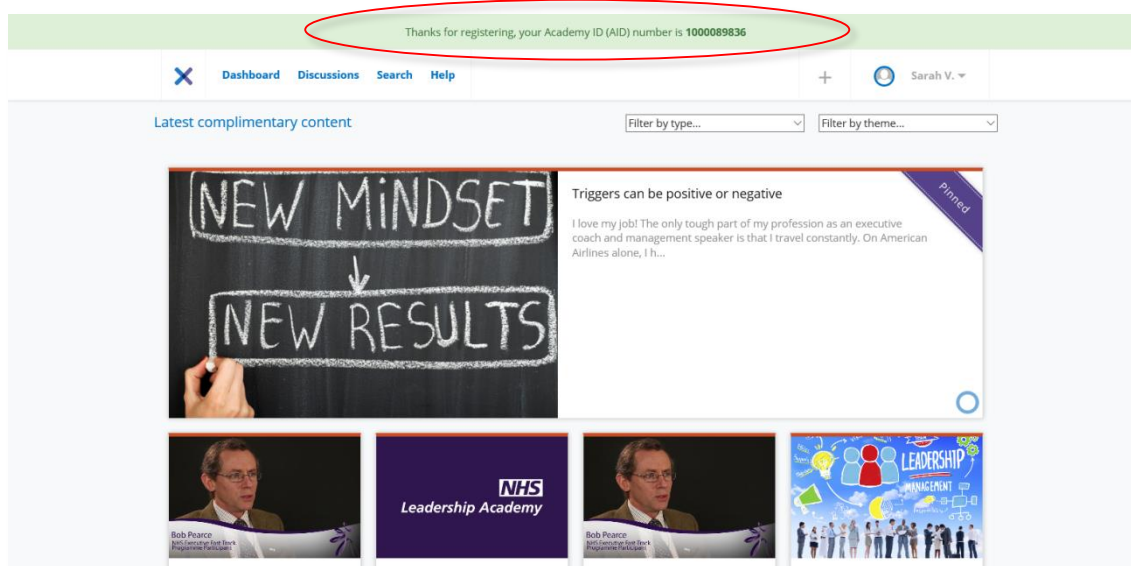
☐ Do you want to keep in touch? Check this box so we can send you the latest news, content and offers.

CREATE ACCOUNT

© NHS Leadership Academy, 2016. All rights reserved.
[Help](#) [Changelog](#) [Feedback](#)

- ✓ *Note: if this page **does not** appear then you may **already** be logged into an NHSx account, in which case carry on from the instructions on page 6.*

- You will receive an **email** to the address you specified when you created an account, containing your **10-digit username**.
- Your **10-digit username** is also specified at the top of the page once you have clicked **Create Account** (see below)
- ✓ *Note: The screen shown below **may not** have the same ‘Complimentary content’ as this is updated regularly.*

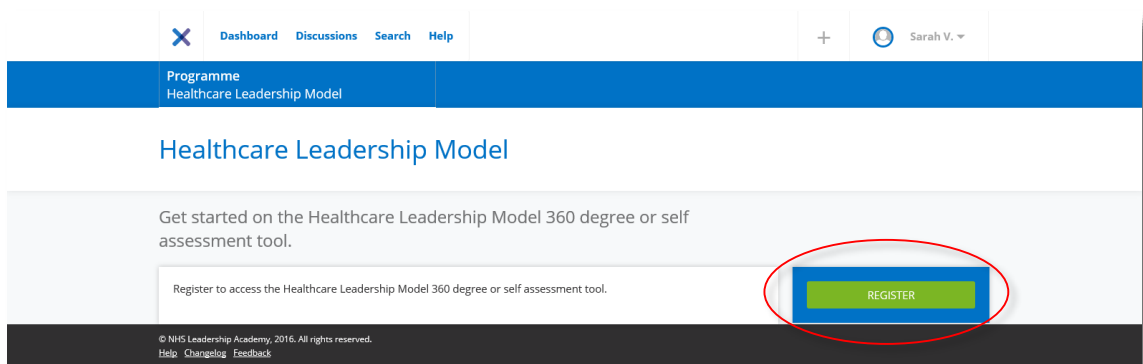


- If you were already registered and logged in, click **Dashboard** at the top of the page and you will be taken to the screen shown above. If you have just created an account, you will already be at this page.
- Whilst you are on this page, scroll down to the bottom of the page until you reach the section on the page headlined as '**Programmes**'.

→ You will see **'Healthcare Leadership Model'** under **'All Programmes'**. Click **Register** on this programme to sign up.



→ Press **'Register'** again to confirm that you would like to access the Healthcare Leadership Model



→ Fill out the **form** that will appear on screen (shown below)

Healthcare Leadership Model

Please complete your account details below before accessing the Healthcare Leadership Model self assessment or 360 degree feedback appraisal tools.

Personal information

This data is used to identify you to the NHS Leadership Academy and allow us to contact you in reference to the Healthcare Leadership Model Appraisal Hub. Please see the "Terms of service" box below for further information on how this data is used.

Salutation *

Forename *

Middle names

Surname *

This application has not been submitted. You need to submit it before being considered for this programme.

[Back to dashboard](#)

- At the bottom of this form, you will see the button below. Please read and accept the Terms of Service, and then select **Register and continue to Healthcare Leadership Model Appraisal Hub**

Please read the Healthcare Leadership Model terms and conditions, available at this link... You may wish to download and save a copy for your own records.

Terms of Service *

such time that the questionnaire system is terminated.

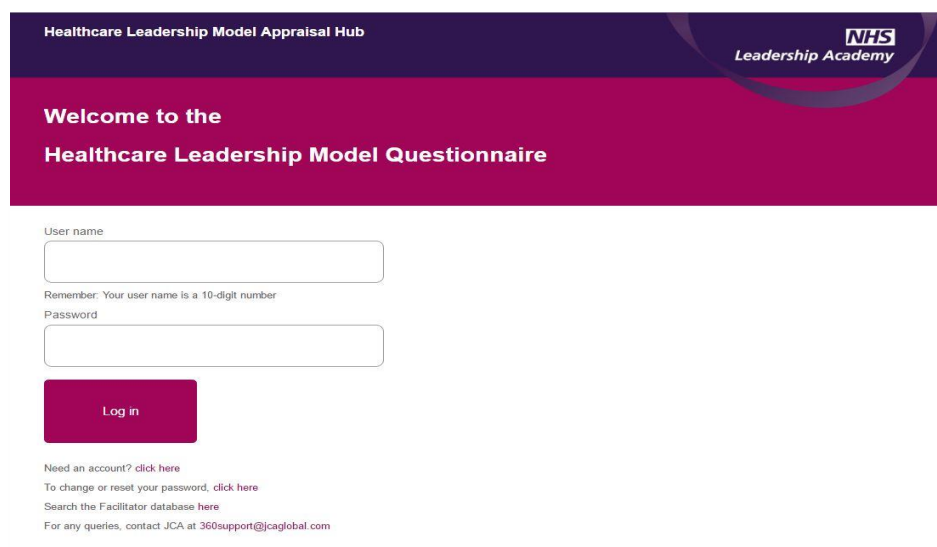
☒ I agree to the terms of service

Please agree to the terms of service

[SAVE FOR LATER](#) or [REGISTER AND CONTINUE TO HEALTHCARE LEADERSHIP MODEL APPRAISAL HUB](#)

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[Help](#) [Changelog](#) [Feedback](#)

- Once you submit the form, you will automatically be taken to the Appraisal hub, (pictured below), where you can then log in with the username and password you received a moment ago.



The screenshot shows the 'Healthcare Leadership Model Appraisal Hub' login page. At the top, there is a dark blue header with the text 'Healthcare Leadership Model Appraisal Hub' on the left and the 'NHS Leadership Academy' logo on the right. Below the header is a red banner with the text 'Welcome to the Healthcare Leadership Model Questionnaire'. The main content area is white and contains a login form. The form has two input fields: 'User name' and 'Password'. Below the 'User name' field is a reminder: 'Remember: Your user name is a 10-digit number'. Below the 'Password' field is a red 'Log in' button. At the bottom of the form, there are four links: 'Need an account? click here', 'To change or reset your password, click here', 'Search the Facilitator database here', and 'For any queries, contact JCA at 360support@jcaglobal.com'.

- ✓ *Note: Throughout this process, please read **all** the provided information and follow **all** instructions carefully.*

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**' (see below)

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

Need help? 01242 282979 or 360support@jcaglobal.com

NHS
Leadership Academy

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, continue or view a questionnaire for **YOURSELF**
Create or continue a single questionnaire

Purchase or manage questionnaires for **OTHERS**
Create and manage multiple questionnaires

- Please select the left hand button (circled above)

→ Click on **Create a new questionnaire**

→ Select **360 Questionnaire** from the drop down menu.

→ 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:

- 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:

- 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 alongside the organisation field will present you with this screen:

✓ 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
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 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 VISA MasterCard

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

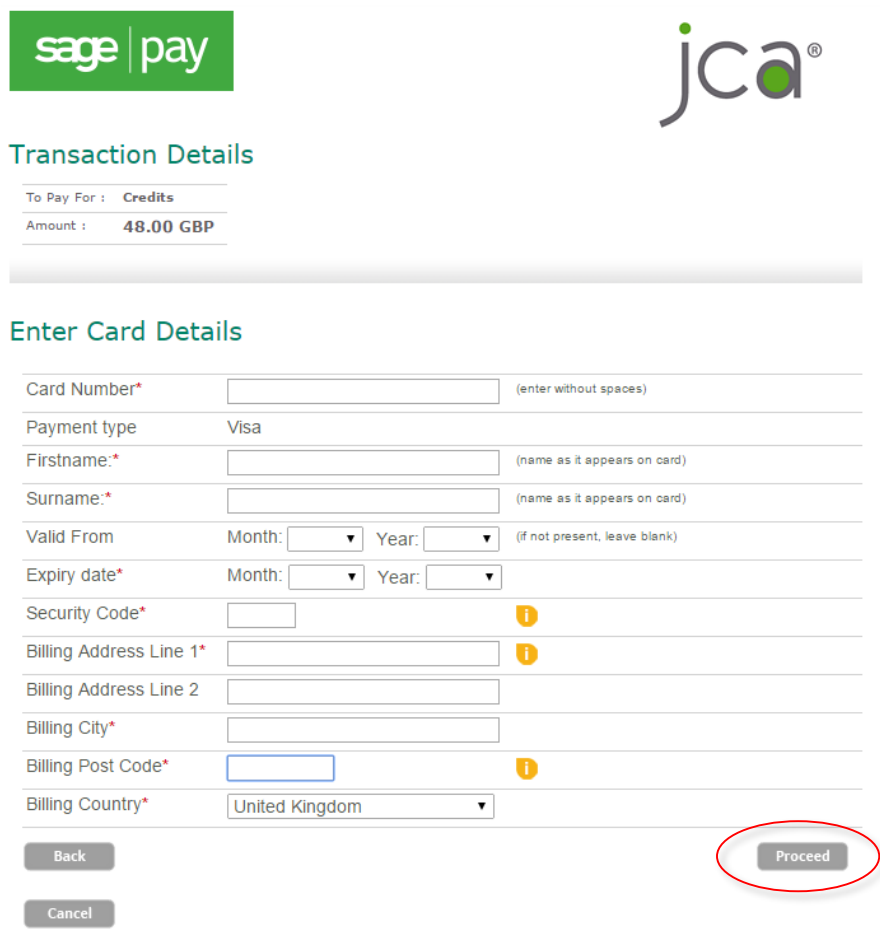
Cancel

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. They are called 'credits' in this instance because you can redeem them whenever you choose by adding participants.

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



sage | pay **jca®**

Transaction Details

To Pay For : **Credits**
Amount : **48.00 GBP**

Enter Card Details

Card Number* (enter without spaces)

Payment type Visa

Firstname* (name as it appears on card)

Surname* (name as it appears on card)

Valid From Month: Year: (if not present, leave blank)

Expiry date* Month: Year:

Security Code* ⓘ

Billing Address Line 1* ⓘ

Billing Address Line 2

Billing City*

Billing Post Code* ⓘ

Billing Country*

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

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 Degree 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.
- You will be able to choose an appropriate completion date from the date picker that will appear when you click into the "Finish Date" box.

Healthcare Leadership Model Appraisal Hub

Home
Log out
My account

Need help? 01242 282979 or 360support@jcaglobal.com or visit the support page

Change the date of your questionnaire

« June 2016 »

Su	Mo	Tu	We	Th	Fr	Sa
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	9

your questionnaire to finish.
days in the future, but we recommend you allow at least 3-4 weeks in total to complete the 360
raters will not be automatically notified if you change your finish date. You can send them a reminder
you would like to let them know.

15/06/2016

Cancel

Set finish date

Step 5.

Starting your Questionnaire

- After clicking on **Start my questionnaire**, you will be asked **81 questions** based on the **nine dimensions** of the Healthcare Leadership Model.
- The questionnaire should take approximately **20 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 **rate the importance** of each dimension to **your** job role, followed by a series of **leadership performance** questions based on **frequency of behaviour**.
- Please note that there are no better or worse answers. Frequency 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.

Sarah Vallance

Please answer these questions about yourself

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 1 of 81

Inspiring shared purpose

What is it?

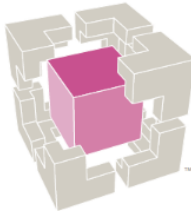
- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

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



How important is the dimension of *inspiring shared purpose* to your job role?

Low Importance ☐ ☐ ☐ ☐ ☐ High Importance

Next

Back to menu

- To answer each question, simply **click** on the button that you think most closely describes your behaviour
- The possible answers are **the same** for every question, all that will change as you go are the **statements**

Sarah Vallance

Please answer these questions about yourself

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 2 of 81

Sarah Vallance acts as a role model for belief in and commitment to the service

Rarely <small>less than 30% of the time</small>	Sometimes <small>30% of the time</small>	Frequently <small>60% of the time</small>	Usually <small>80% of the time</small>	Nearly always <small>95% of the time</small>
---	--	---	--	--

Previous

Back to menu

- Once you have answered all of the questions, you will 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
- Click the **Assessment Detail** button to take you back to the menu where you can begin choosing your facilitator and raters

Healthcare Leadership Model Appraisal Hub

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

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

Questionnaire Complete

Thank you – you have successfully submitted your questionnaire.

What happens next?

If you haven't already, please select your raters and a facilitator. Once your raters have completed their questionnaires you will be able to request that your report is generated. This will be sent to your facilitator, who will go through your report with you during your feedback session. You will need to schedule this session directly with your facilitator.

Assessment Detail

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**.
- 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 you can select a region in the drop down menu to find a list of facilitators in a 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](#)


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 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.

→ You can also search for a facilitator without needing to log in. This option is available here:

Healthcare Leadership Model Appraisal Hub



**Welcome to the
Healthcare Leadership Model Questionnaire**

User name

Remember: Your user name is a 10-digit number

Password

Log in

[Need an account? click here](#)

[To change or reset your password, click here](#)

[Search the Facilitator database here](#)

[For any queries, contact JCA at \[360support@jcaglobal.com\]\(mailto:360support@jcaglobal.com\)](#)

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.
- 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**.
 - **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 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@icaglobal.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.
- The Line manager option is **mandatory**.
- Click **Add Rater**. You will be taken back to the previous screen.
- Click **Send Email**.

Anne Sample 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
Anne Sample	anne.sample@email.com	08/04/2015 15:13:28	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.

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
Anne Sample	anne.sample@email.com	08/04/2015 15:13:28	Line manager	Not started	No email sent	Send Email Remove

- 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	04/02/2016 14:38:08	Peers	Not started	04/02/2016 14:40:50	Resend Email Remove
palмира perera-sordillo	Mira.Sordillo@jcaglobal.com	04/02/2016 14:38:36	Peers	Not started	04/02/2016 14:40:50	Resend Email Remove
Elizabeth Booth	elizabeth.boothca@outlook.com	04/02/2016 14:36:12	Line manager	Not started	04/02/2016 14:41:25	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.

Processing 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 add your report to the processing queue and send it to your chosen facilitator.

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 performance and importance ratings
- Your performance versus importance summary
- Your 360° overview
- Your Rater groups
- Your highest scoring items
- Your lowest scoring items
- Your hidden strengths
- Your blind spots
- Your item analysis
- Your Rater comments
- Appendix



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 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**.

4. 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**).

5. 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**.

6. Your Rater groups

- This table 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**.

7. Your highest scoring items

- This table displays the **five behaviours** that received the **highest average rating** from your **Raters**.
- These behaviours probably indicate areas of **strength**.

8. Your lowest scoring items

- This table displays the **five behaviours** that received the **lowest average rating** from your **Raters**.
- These behaviours probably indicate areas for **particular development**.

9. Your hidden strengths

- This table displays the **five behaviours** that show the **biggest difference**; where **others** rated you **higher** than you rated **yourself**.
- These behaviours may indicate areas of **hidden strength**.

10. Your blind spots

- This table displays the **five behaviours** that show the **biggest difference**; where **others** rated you **lower** than you rated **yourself**.
- These behaviours may indicate your **blind spots**, possibly **weaknesses** that **others** see more presently than **you** do.

11. Your item analysis

- This section of the report shows you the **spread of scores** given by yourself and all Rater groups **against each behaviour**.
- The answers are presented in **order of rating** from **1 to 5**, **1** representing **rarely** and **5** representing **nearly always**.

12. 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.

13. Appendix

- 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.

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.

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