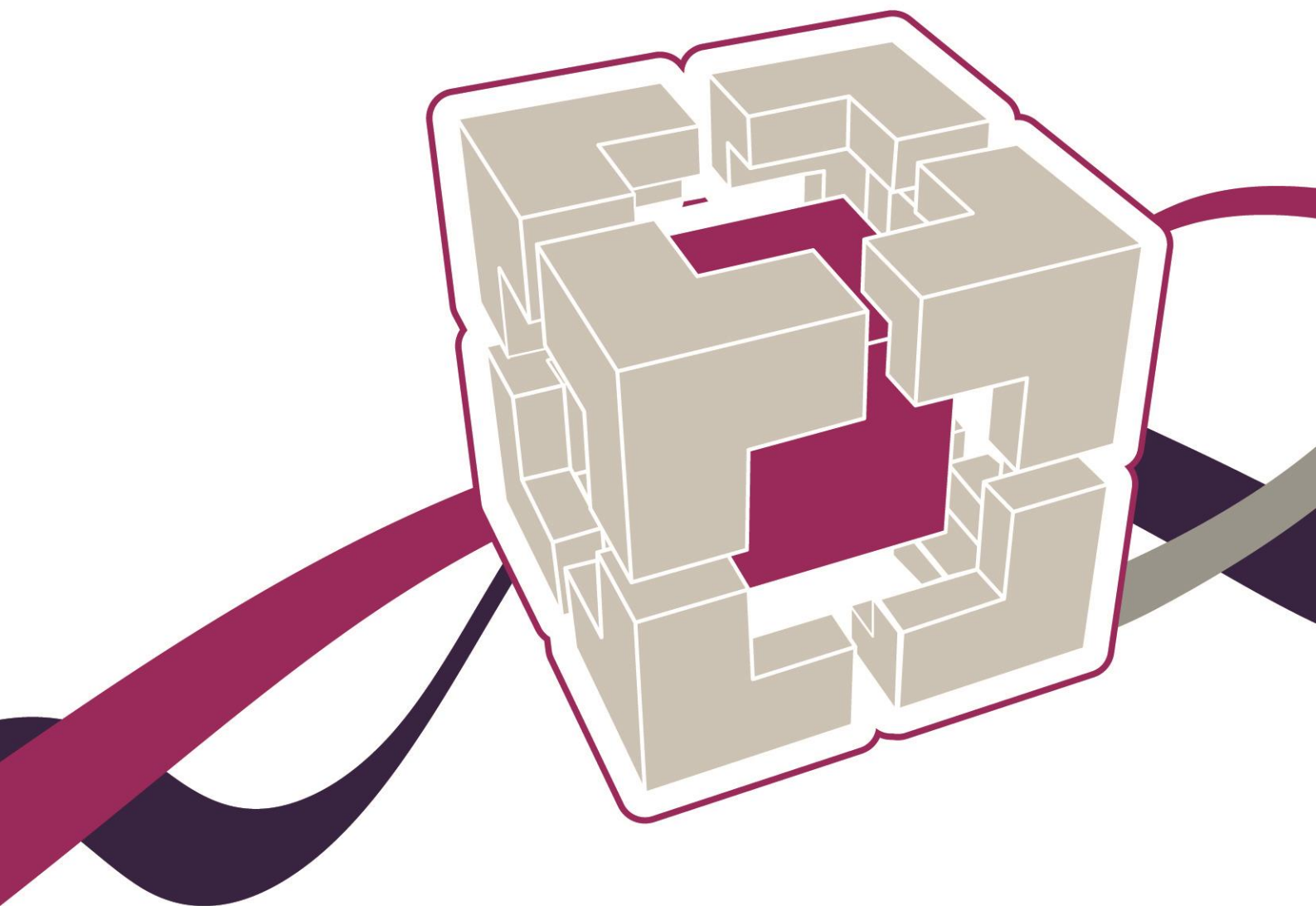


The Healthcare Leadership Model Appraisal Hub and 360° Report


Facilitator User Guide



Facilitator 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 designed to enable **leaders** within healthcare to collect **feedback** on their individual or group **behaviour** and **performance** against the **nine leadership dimensions**.
- The Hub enables individuals to complete two questionnaires:
 - A **Self-assessment questionnaire** based on the Healthcare Leadership Model that evaluates their own **self-perception** of their leadership behaviour in the workplace;
 - A **360° Feedback assessment**, which **combines** the **self-assessment** of the same leadership behaviours, with **ratings** provided by chosen colleagues.
- The **results** of these assessments are provided in a **report**, downloaded from the Healthcare Leadership Model Appraisal Hub.
- There are three different types of reports available from the Hub
 - **Self-assessment Report** – this gives an indication of an individual's **self-perception** of their leadership behaviour
 - **360° Assessment Report** – this gives an indication of an individual's leadership **behaviour** and **performance** based on a combination of their **self-perception** and **feedback ratings** provided by their colleagues
 - **Group Report** – this gives a group or team an indication of their **overall performance** and how the participants work as a **team**, identifying **strengths** and areas for **development** for the **group as a whole**
- This 360° Feedback Report is used as the **basis of discussion** during the feedback session and gives the participant or group an indication of their current **performance** and **behaviour**.
- This provides a platform from which an understanding of the individual's or group's **strengths** and **development** areas can be built. The information within the report is treated as **confidential** to the individuals.
- Your **role** as facilitator is to **guide** the participant or group of participants through their 360° report(s) and provide them with **support** in creating a **development plan** based on the feedback.

The purpose of this guide

- This guide provides detailed information for 360° facilitators on **how to use** the **Healthcare Leadership Model Appraisal Hub** and the **360° report**. It is designed to accompany the **Facilitator Workbook and Group Facilitator Workbook**.
- Whereas the workbook provides guidance on the **facilitation process** and the **feedback session**, this guide acts as a more **detailed, technical** resource for using the online system.

Who is this guide for?

- This guide has been designed to be used by facilitators **accredited** to provide **360° feedback** using the **Healthcare Leadership Model**, to individuals and/or groups of individuals. If you are **not** a registered facilitator, but are interested in **training** to become one, you are welcome to contact the **training team** at 360training@jcaglobal.com to request course details.

Who should I contact if I have any questions?

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

Healthcare Leadership Model Appraisal Hub

- The **online 360° feedback tool**, designed to support **360° feedback** on the healthcare leadership behaviours, is called the **Healthcare Leadership Model Appraisal Hub**. This section of the guide provides you with all the information you need to **register** with, **log-in** to, and **use** the Hub.

Accessing the Healthcare Leadership Model Appraisal Hub for the first time

- Once you have successfully completed your **facilitator training** and **accreditation**, there are **six steps** you will need to take in order to access the **Appraisal Hub** and gain **facilitator privileges** within the system.
1. If you have not done so already when completing your 360 as part of your training, you will need to **create an account** on **NHSx**, the Leadership Academy's platform, before accessing the Appraisal Hub. You can do this by following this link:
<https://nhsx.uk/register>
 2. When you have created an account, you will receive an **email** from **NHSx** containing your **10-digit username**. Click on the link in this email to **confirm** your account, which will redirect you to NHSx, and sign you in.
 3. Go to the '**Dashboard**' at the top of the page and find **Healthcare Leadership Model** under '**Available Programmes**'. Click **Register**.
 4. Fill out the form that will appear on screen titled '**Personal Information**', making sure to click or fill in all of the questions, and then select **Register and continue to Healthcare Leadership Model Appraisal Hub** at the end.
 5. You will then be redirected to The Healthcare Leadership Model Appraisal Hub, or you can access it by following this link:
<https://modelappraisalhub.leadershipacademy.nhs.uk>
Please log into the 360 Appraisal Hub in order to activate your account.*
 6. Finally, once you have completed the stages above, please email 360support@jcaglobal.com and **request your facilitator privileges**. The helpdesk will 'switch on' your facilitator privileges within the Appraisal Hub and notify you when this has been done. You will then be able to use the Appraisal Hub **with full facilitator privileges**.

** Please note: At this stage, you will not be able to see your Facilitator button on the home screen of the Appraisal Hub.*

Ongoing Access to the Healthcare Leadership Model Appraisal Hub

- Once you have accessed the 360° Appraisal Hub for the first time, you can access the Hub on an ongoing basis by using the following **link** and entering your **username** and **password**:

<https://modelappraisalhub.leadershipacademy.nhs.uk>

Healthcare Leadership Model Appraisal Hub

NHS
Leadership Academy

Welcome to the
Healthcare Leadership Model Questionnaire

User name

Password

Log in

To change or reset your password, click here
For any queries, contact JCA at 360support@jcaglobal.com

Viewing the Home Screen

- Once you have **successfully logged into** the Hub, you will immediately be taken to your **home** screen. As an accredited feedback facilitator you will be presented with **three options**.
- ✓ *Unless you are undertaking a 360 assessment for yourself or setting assessments up for other people, you will not need to use the top two buttons.*
- Click on **View my facilitator session requests** in order to see and manage the requests you have received for feedback sessions.

Healthcare Leadership Model Appraisal Hub

Home Log out My account

NHS
Leadership Academy

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

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

View my facilitator session requests

Managing your session requests

- Once you have clicked the **View my facilitator session requests** button, you will be taken to your **facilitator page**.
- Here you can see any **individual feedback sessions and/or group feedback sessions** that have been requested and if ready, you can **download** the completed reports. The **status** column will indicate the current state of any requests you have received.

Welcome to your facilitator page

Your feedback reports are split between Individual Feedback and Group Feedback, select the appropriate tab below to view the corresponding requests. In order to facilitate an individual or group session you will need to 'accept' the request prior to downloading the report.

Please do not mark a session as complete until you have attended the session with the individual or group. Once you have marked a session as complete it will be removed from your list below.

Individual Feedback Group Feedback View completed						
Name	Email	Telephone	Requested	Status	Action	
Faye McNaught	faye.mcnaught@jcaglobal.com	N/A	03/11/2015 15:35:15	Ready	Accept	Decline

You were accredited on: 03/02/2015

Total number of sessions since accredited: 0

Number of sessions completed this year: 0

Please remember you must complete at least 2 feedback sessions in every 12 month period to stay accredited.

Back to menu

- You will see that the **Status** column shows either 'Not yet requested' 'Being Processed' or 'Ready'
- 'Not yet requested' informs you that the individual is yet to submit their report to you
- 'Being Processed' informs you that the report is in the processing queue and will shortly be available for review. You will receive an email notification when it is ready
- When the individual or group 360° report is available, the **Status** column will change to 'Ready' and buttons will appear in the **Action** column

Name	Email	Telephone	Requested	Completed	Status	Action
Anne Sample	aljobrad@hotmail.com	N/A	01/05/2014 11:48:52		Ready	Download Mark Complete Resubmit

You have completed 0 feedback sessions in the last 12 months.

Please remember you must complete at least 2 feedback sessions in every rolling 12 month period to stay accredited.

Back to menu

Using the Hub to complete your facilitator tasks

Notification of an individual session request

- It is the responsibility of the **individual** participating in the 360° feedback process to **make contact** with you to check your **availability** for a feedback session and to agree a **venue, date** and **time**. The individual will contact you by **email** or **telephone** to agree this.
- However, you will receive an **email notification** once someone has selected you as their facilitator (as below), so if they fail to get in contact with you, you can use the **details** provided. You will also need to let them know **as soon as possible** if you are **unable** to provide the feedback session, so that they can choose another facilitator in good time.

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Welcome to the Healthcare Leadership Model Appraisal Hub

You have been selected to facilitate a 360 degree feedback session for Elizabeth Booth (Elizabeth.Booth@jcaqglobal.com). Please note that you may have been chosen by a batch coordinator on behalf of Elizabeth Booth .

Completion date: 13/01/2016
 Organisation:
 Local delivery partner: South West

Please [Log in](#) to to 'Accept' or 'Decline' this request

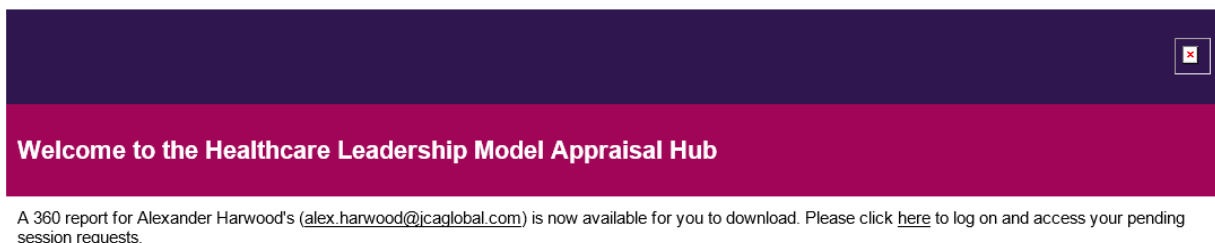
- As shown in the screen shot above, you will need to log into your account to accept/decline the request
- If you **decline** the request, the report will be **removed** from your queue and you will no longer be selected as the facilitator in the individual's account. They can now select someone else.
- If you **accept** the request, the individual will be automatically notified by the system. You can then **monitor** the individual's 360 progress from within your account by clicking **View** under **Action**

Individual Feedback Group Feedback View completed

Name	Email	Telephone	Requested	Status	Action
		N/A	16/12/2015 10:25:04	Ready	View Download Mark Complete Resubmit

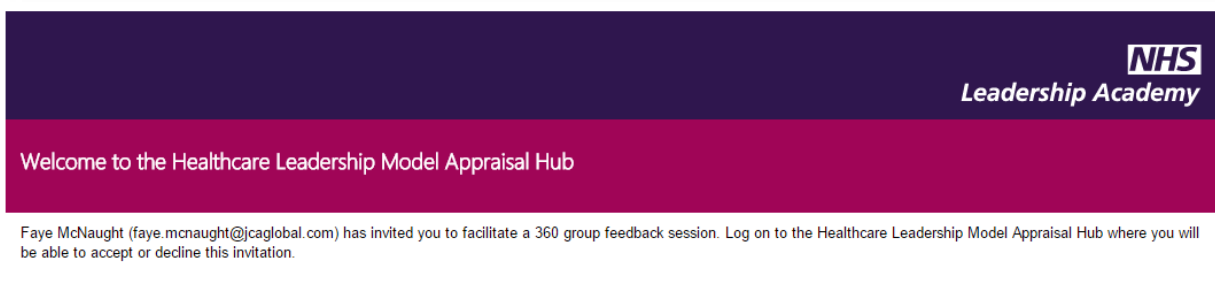
- Once the individual has completed their **self-rating** they will need to allow some time for their **raters** to finish their feedback to complete the 360° process.

- It is **recommended** that the rating process is completed within a period of **four weeks** but it may be completed quicker or even take longer depending on the number of **raters** invited and the speed of their **response**.
- Once an individual has received the **required number** of completed ratings, they will be able to log into their Hub account and click on **Request My Report**.
- When the individual clicks **Request My Report** you will receive a **system generated email** (see below) informing you that the individual's report is available to **download**.



Notification of a group session request

- If you, as an accredited **Group Facilitator** are chosen to facilitate a **group session**, this **request** will come from the person who is managing and **administrating** the group of individuals who will have been set up to complete their **individual assessments** on the system in a **'batch'**.
- Rather than having direct contact with the batch administrator, you will receive an **email notification**, as below, explaining that you have a **request** to facilitate a **group session** and asking you to either **accept** or **decline** this request.



- To **accept** or **decline** this invitation, you will need to log in to your Appraisal Hub account, and click **View my facilitator session requests**.
- Click the **Group Feedback** tab, and you will see the screen below

Individual Feedback		Group Feedback		View completed	
Name	Email	Telephone	Requested	Status	Action
Faye McNaught	faye.mcnaught@jcaglobal.com	N/A	03/11/2015 15:35:15	Ready	Accept Decline

- To accept the request, simply click the **Accept** button and to decline it, click the **Decline** button

→ When you have **accepted** the request, the screen will change to look as below:

Individual Feedback	Group Feedback	View completed			
Name	Email	Telephone	Requested	Status	Action
Faye McNaught	faye.mcnaught@jcaglobal.com	N/A	20/03/2015 10:40:42	Ready	Download Mark Complete Resubmit

Accessing a 360° Report

- When an individual or group's 360° report is available, you will be able to **download** it directly in **PDF** format from the Appraisal Hub by clicking **View my facilitator session requests**.
- You will need to select either the 'Individual feedback' tab or the 'Group feedback' tab, as seen below

Name	Email	Telephone	Requested	Status	Action
------	-------	-----------	-----------	--------	--------

- Download the report by clicking the **Download** button.

Name	Email	Telephone	Requested	Status	Action
Faye McNaught	faye.mcnaught@jcaglobal.com	N/A	03/11/2015 15:35:15	Ready	View Download Mark Complete Resubmit

- If **more** of the individual's **raters** complete the questionnaire **after** they have requested their report, you will be contacted via email regarding the **update**. You will need to log back onto your facilitator page and click the **Resubmit** button. This will ensure you will be able to present the **most up-to-date** copy of the report to the individual in their feedback session.

Name	Email	Telephone	Requested	Status	Action
Elizabeth Booth	Elizabeth.Booth@jcaglobal.com	N/A	16/12/2015 10:25:04	Ready	View Download Mark Complete Resubmit

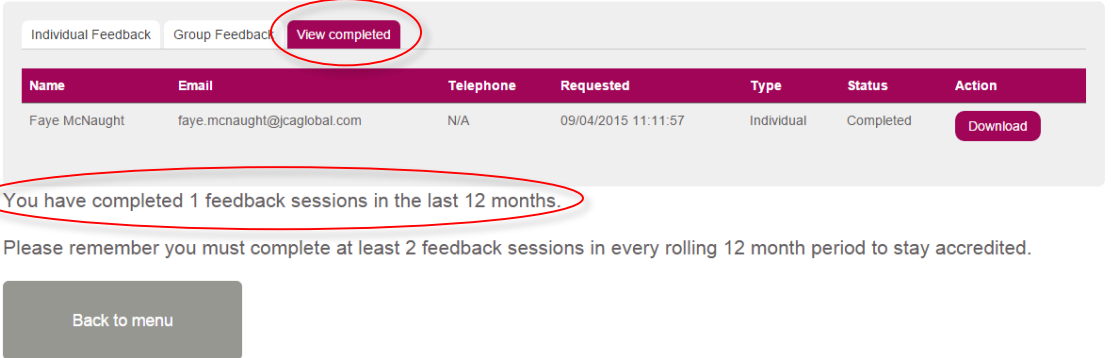
- ✓ *The participant/group is **not able** to download a copy of their 360° report from the Hub and will **not** have seen it before you meet for the facilitated feedback session.*

Report Confidentiality

Remember, reports are **strictly confidential** and are **not** to be shared with **anyone** except the participant/group of participants. Similarly, you **should not** keep copies of reports, either in hard copy or electronically, **after** you have held your **session**. They should be **securely disposed of** after you have **given both a paper and electronic copy directly to the participant/s**.

Completing a Session

- Once you have **completed a feedback session** with a participant/group, you will need to mark it as complete in your account in order for it to count towards your minimum of two feedback sessions a year.
- You can **mark it as complete** by clicking the **Mark Complete** button in the **Action** column.
- Once you have marked a session as complete, it will be **removed** from your list of upcoming feedback sessions and be moved to your **completed list**, as shown below. This will also make the report available to the individual in their own account to download.
- By doing this, you will **no longer** be able to perform **any** actions for the report except for download it again. The number of sessions you have completed will increase by **one**



Individual Feedback Group Feedback **View completed**

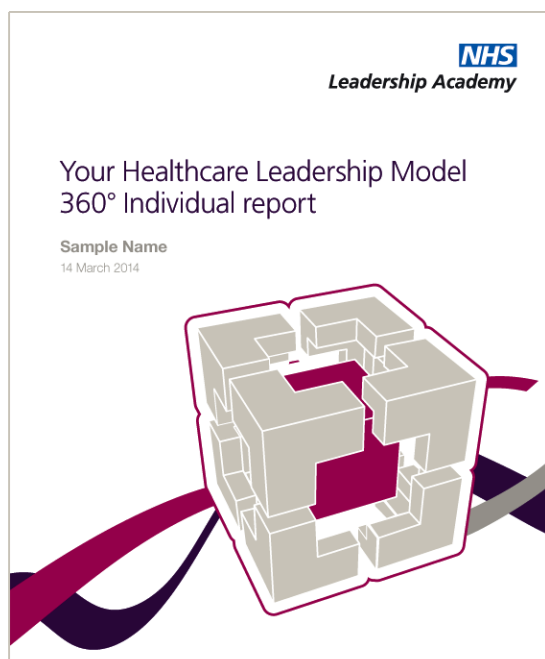
Name	Email	Telephone	Requested	Type	Status	Action
Faye McNaught	faye.mcnaught@jcaglobal.com	N/A	09/04/2015 11:11:57	Individual	Completed	Download

You have completed 1 feedback sessions in the last 12 months.

Please remember you must complete at least 2 feedback sessions in every rolling 12 month period to stay accredited.

Back to menu

Understanding the 360° Report



This section of the guide describes the 360° report, how it should be interpreted and how the scoring within the report is calculated.

Accessing the 360° report

When a participant's 360° report is available, you will be able to download it directly in **PDF format** from the Healthcare Leadership Model Appraisal Hub. The participant is **not able** to download a copy of their report themselves.


The following pages describe each section of the report.



The Healthcare Leadership Model

Anne Sample
Healthcare Leadership Model 360°

The Healthcare Leadership Model



The Healthcare Leadership Model is to help those who work in health and care to become better leaders. It is useful for everyone – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.

We want to help you understand how your leadership behaviours affect the culture and climate you, your colleagues, and teams work in. Whether you work directly with patients and service users or not, you will realise what you do and how you behave will affect the experiences of patients and service users of your organisation, the quality of care provided, and the reputation of the organisation itself. The nature and effect of a positive leadership style can be summed up as:

Leadership that emphasises care for staff and high-quality support services

- ➔ Satisfied, loyal, productive and engaged employees
- ➔ High-quality, compassionate care
- ➔ Valued care services and patient satisfaction
- ➔ Successful healthcare organisations and a highly regarded service

Figure 1: The nature and effect of a positive leadership style

The importance of personal qualities

The way that we manage ourselves is a central part of being an effective leader. It is vital to recognise that personal qualities like self-awareness, self-confidence, self-control, self-knowledge, personal reflection, resilience and determination are the foundation of how we behave. Being aware of your strengths and limitations in these areas will have a direct effect on how you behave and interact with others, and they with you.

Without this awareness, it will be much more difficult (if not impossible) to behave in the way research has shown that good leaders do. This, in turn, will have a direct impact on your colleagues, any team you work in, and the overall culture and climate within the team as well as within the organisation. Whether you work directly with patients and service users or not, this can affect the care experience they have. Working positively on these personal qualities will lead to a focus on care and high-quality services for patients and service users, their carers and their families.

While personal qualities have not been separately highlighted in the Healthcare Leadership Model, you will find them throughout the various dimensions. It is important to realise that areas identified for development within the model may be as much about how you manage yourself as about how you manage your behaviour and relate to other people.

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This section of the report describes:

- The **Healthcare Leadership Model** upon which the 360° questionnaire is based.
- **Why and how** the Model is useful to leaders.
- How the Model caters for **personal qualities** and how being aware of our **strengths and limitations** will have a **direct effect** on how we **behave and interact** with others, and they with us.

About this report

Anne Sample
Healthcare Leadership Model 360°

About this report

Your **Healthcare Leadership Model 360° Individual report** collects and evaluates perceptions of your leadership behaviour in the workplace. Ratings are based on your responses and the responses of your raters.

The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report should be treated as confidential to you and your facilitator. You may wish to share the report with others, for example your team, but that is completely your own choice.

How to use this report

This report is based on the **Healthcare Leadership Model** which is made up of nine leadership dimensions. Each dimension is presented against five levels of **Performance** (Insufficient, Essential, Proficient, Strong and Exemplary). Your **Performance level for each dimension is shown on page 4**.

Your Performance level for each dimension may be compared against the **importance rating** on each dimension to your job role. The **importance rating for your job role for each dimension is shown on page 4**.

Performance ratings are based on **behaviour** feedback from your raters. Behaviour feedback has been collated from up to five perspectives:

- Self - your own self perception
- 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 direct responsibility to lead
- Others - anyone else you would like to receive feedback from and could include patients, senior colleagues, junior colleagues, clients, etc.

Your feedback on the nine dimensions is shown from **page 6 onwards**.

Important tips:

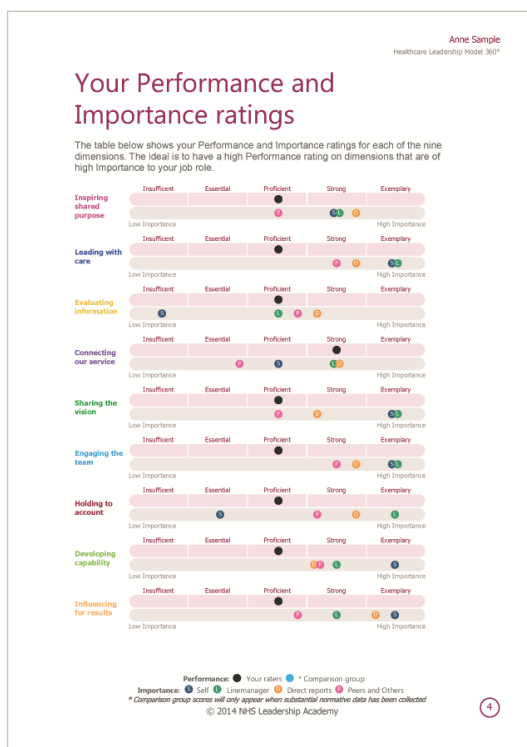
- All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Work behaviours can be developed. Use the feedback to clarify your current strengths and areas for future development.
- Please discuss this report with your facilitator.

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This section of the report describes:

- **How to use** the report.
- **Tips** for participants to consider as they review their feedback.

Your/Group Performance and Importance ratings



This section of the report describes:

- How others have **assessed** the participant's or group's **performance** rating for each of the **nine dimensions** in the Healthcare Leadership Model. The **rating** provided is the **average score** across **all** other rater groups (the participant's self-rating is **not** included).
- The **average performance** rating across the **healthcare norm group**, which is provided for comparison purposes.
- How each rater group has assessed the **importance** of each dimension to the participant's or group's role.

How the ratings are calculated

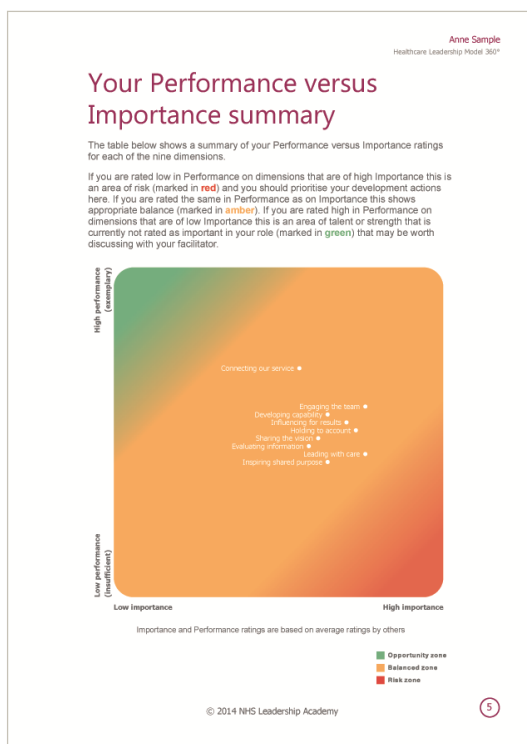
Performance ratings

Performance is assessed as being at one of **five levels** – **Exemplary**, **Strong**, **Proficient**, **Essential** or **Insufficient**. These levels are **proportional** to the participant's score on the 1-5 rating scale. In other words, an individual scoring nearer to '1' on average would fall into the **Insufficient** Performance level, and an individual scoring nearer to '5' on average would fall into the **Exemplary** level for any given scale.

Comparison group

The **comparison group score** as shown on the Performance scale represents the **average score** for **all** raters (excluding self raters) who have completed the 360[®] questionnaire previously. Over time this comparison group will consist of many thousands of individuals across the health and care sector.

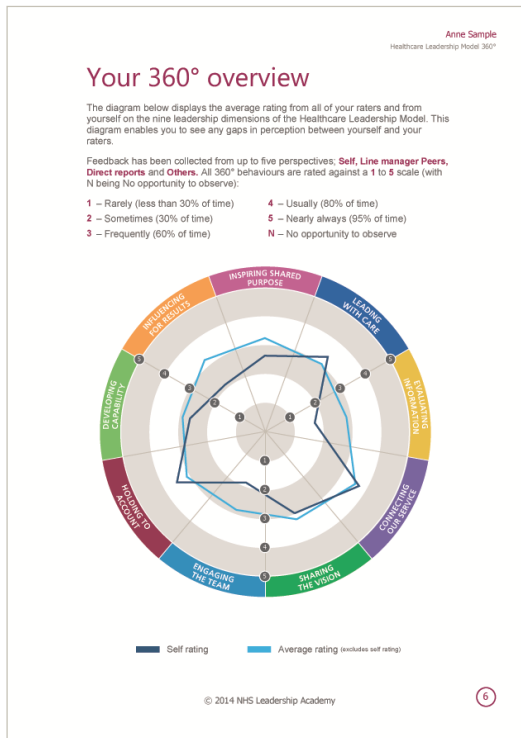
Your/Group Performance versus Importance Summary



In this section of the report:

- Participants/groups can identify **priority areas** to focus attention on – both during the **feedback session** and in **development planning**.
- **Performance** ratings and **Importance** ratings for each of the **nine Model dimensions** are mapped onto a **2x2 matrix**, with the **vertical axis** showing **low to high Performance** and a **horizontal axis** showing **low to high Importance**. Both Performance and Importance ratings are based on **average** ratings by others (Self rating is excluded).
- Dimensions with **low Performance** but **high Importance** are presented in the **risk zone** (marked in **red**). The participant/group may want to **prioritise** their **development actions** here. Dimensions with **moderate** Performance and Importance ratings will be shown in the **balanced zone** (marked in **amber**). Dimensions with **high** Performance, but **low** Importance ratings, are shown in the **opportunity zone** (marked in **green**).

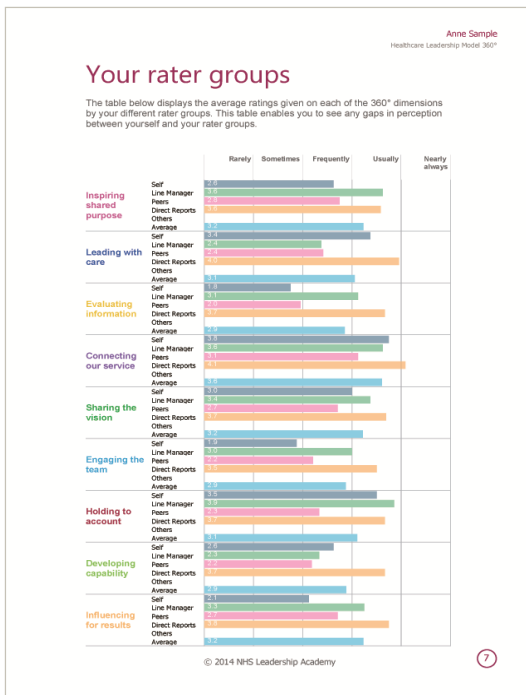
Your/Group 360° Overview



In this section of the report:

- The participant/group can **compare** their self assessment on the nine leadership dimensions with the **average** rating of their raters.
- The **five point rating scale** is described: ratings are of **consistency** – how consistently a given behaviour is **demonstrated**.

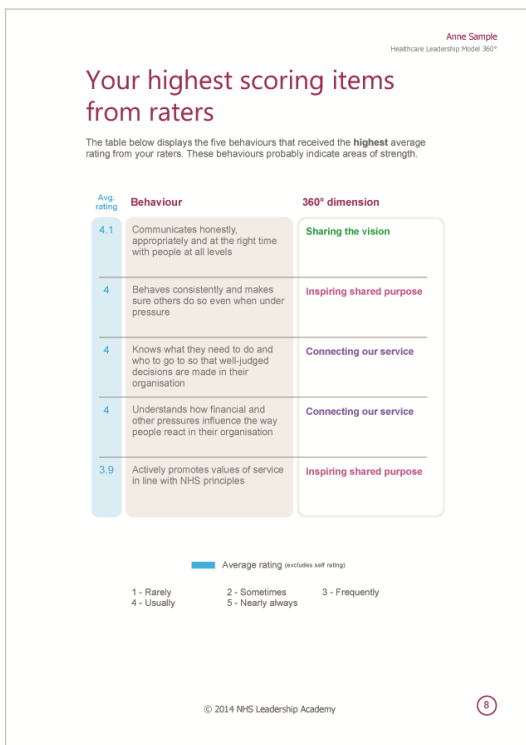
Your/Group Rater Groups



This section of the report:

- Presents in a **table format** average ratings for each of the nine dimensions by the individual's/group's **different rater groups**.
- Enables the participant/s to identify any **gaps in perception** between themselves and their rater groups.

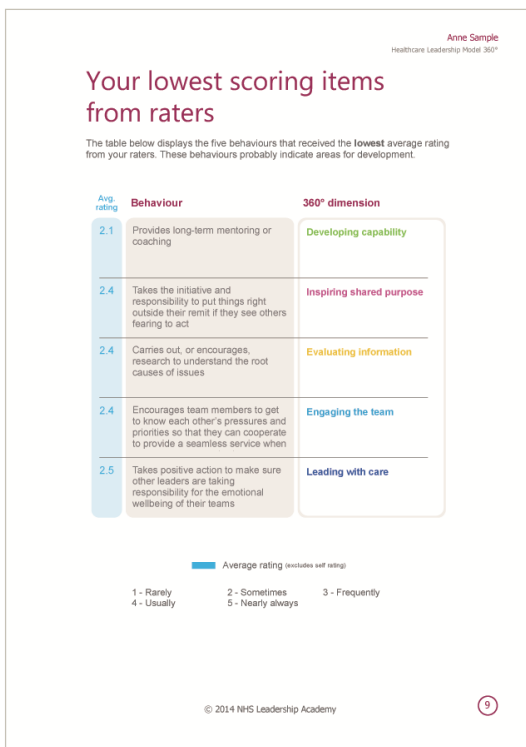
Your/Group Highest Scoring Items



This section of the report:

- Displays the five behaviours that received the **highest average rating** from the participant's raters (**not** including the individual's self-rating).
- Indicates likely areas of **strength**.

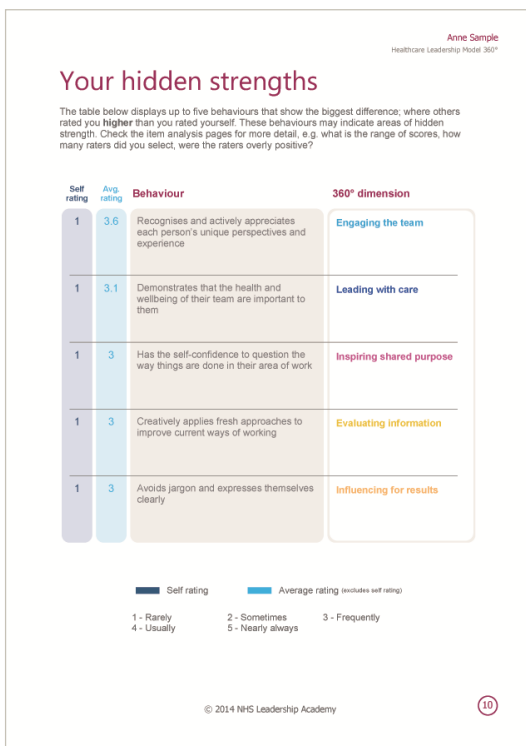
Your/Group Lowest Scoring Items



This section of the report:

- Displays the five behaviours that received the **lowest average rating** from the participant's raters (**not** including the individuals' self-rating).
- Indicates potential areas for **development**.

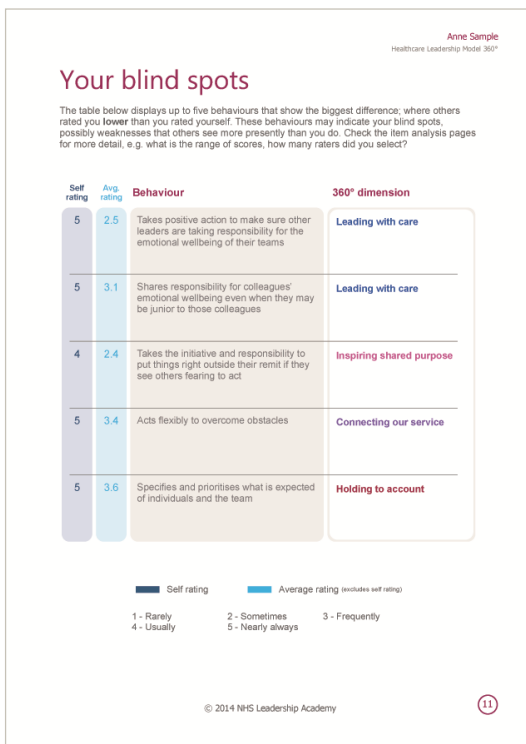
Your/Group Hidden Strengths



This section of the report:

- Displays the five behaviours that show the **biggest difference** in rating where raters have rated the participant/s **higher** than how they have rated themselves.
- Indicates areas of **hidden strength**.

Your/Group Blind Spots



This section of the report:

- Displays the five behaviours that show the **biggest difference** in rating where others have rated the individual/s **lower** than they rated themselves.
- Indicate the participant's **blind spots**, possibly weaknesses that others see more frequently than they do.

Your/Group Item Analysis

Anne Sample
Healthcare Leadership Model 360®

Inspiring shared purpose

	Self rating	Avg rating	Line manager	Peers	Direct reports	Others
			1 2 3 4 5 N	1 2 3 4 5 N	1 2 3 4 5 N	1 2 3 4 5 N
Believes consistency and makes sure others do so even when under pressure	4	4	1	1 2	1 2	
Actively promotes values of service in line with NHS principles	2	3.9	1	1 2	1 1 1	
Acts as a role model for belief in and commitment to the service	2	3.4	1	1 2	2 1	
Enables colleagues to see the broader meaning in what they do	3	3.3	1	1 1 1	1 2	
Supports their team or colleagues when they are challenging the way things are done	3	3.1	1	1 1 1	1 1 1	
Has the self-confidence to question the way things are done in their area of work	1	3	1	1 1 1	1 2	
Has the courage to challenge beyond their remit even when it may involve considerable personal risk	2	2.7	1	2 1	1 1 1	
Takes the initiative and responsibility to put things right outside their remit if they see others failing to act	4	2.4	1	1 1 1	1 1 1	

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

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This section of the report:

- Shows, for each item in the questionnaire, the **range of ratings** given by the participant/s and their raters. The ratings are presented in **order of rating from 1 to 5**, 1 representing *Rarely* and 5 representing *Nearly always*. There is one page per dimension.
- Anonymity rules within the Appraisal Hub protect the **confidentiality** of all raters, **except for the Line manager/s**. If there are **fewer than three** peers or direct reports in total, they will not appear in the sections (although their ratings will be included in average ratings). Any rater groups with **less than three** completions will be moved into the **others** group. If others **still** equals **less than three**, the individual scores will be **hidden**, but still included in the **averages**. When this has happened, **asterisks** will appear next to the **Peers** and **Direct** reports headings on the page.

Your Rater Comments (Individual Report only)

Anne Sample
Healthcare Leadership Model 360[®]

Your rater comments

The following comments are made by your 360 feedback raters.

What do they do well in their role as a leader

Anne tries to do as much as she can for her team in a very difficult and challenging climate.

She is a very strong leader who seems to enjoy her role as well as thriving in it. I have no problems communicating or interacting with her and she has made me feel an important part of the team.

Anne is clearly a subject expert. She knows her area of work inside out, and you know that what she says is absolutely 'on the money'. It's great to have that experience and understanding

Anne is very good at leading the team

She is very supportive in our small team. Creates a good working environment. Gets to know us all as individuals and adapts appropriately. Always professional and hard working.

they are quite charismatic when engaged in a project people tend to listen to them like their perspective

Anne is a caring and compassionate leader. She takes time to get to know people personally and is flexible in working with diverse groups.

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What do they do less well in their role as a leader

Anne would benefit from communicating more vision to the team.

Anne is often quite reactive, things regularly need to be changed at the last minute. This is frustrating.

I would like to see Anne stretch outside of comfort zone. At times, you can see that she is reluctant to push outside of current understanding and look for innovative approaches/ solutions. If we are to continually improve, this is essential as we cannot always rely on what has gone before

She can be a little hard on herself at times and takes responsibility for things that should be passed on to others.

Anne could be more proactive in a problem she works hard to solve to see more of the big picture.

they can be too dominant they are too self focussed

Sometimes in thinking out of the box. Doesn't go the extra mile in the trust.

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How could they improve in their role as a leader

Try and lift their head up, look forward and plan.

Using her own area of expertise, and the knowledge of others around she could look to build innovative solutions that will impact and sustain performance for the longterm

Anne could try to bring more vision into the team to further inspire us in our work.

Set clear and ambitious goals. Not to be afraid of change. Continue her great communication with the team.

Keep doing what you're doing! Take time to reflect on others more.

Delegate more and have more confidence in her team by including others more in the lead by example rather than being a poor role model

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Other advice you could offer them

see previous responses- consult others more and lead by example

Do not become too focused on the things immediately in front of you. You have amazing people in your team. You should utilise them, and develop them to build on success

Try not to do everything yourself (Anne), seek help and delegate.

Anne could be even more effective as a senior leader if she challenged upwards more. she is well thought of and people listen to her. She could use this to be more influential outside of her direct group.

None.

We- as your team, can help you create vision and make the organisational vision a reality.

None

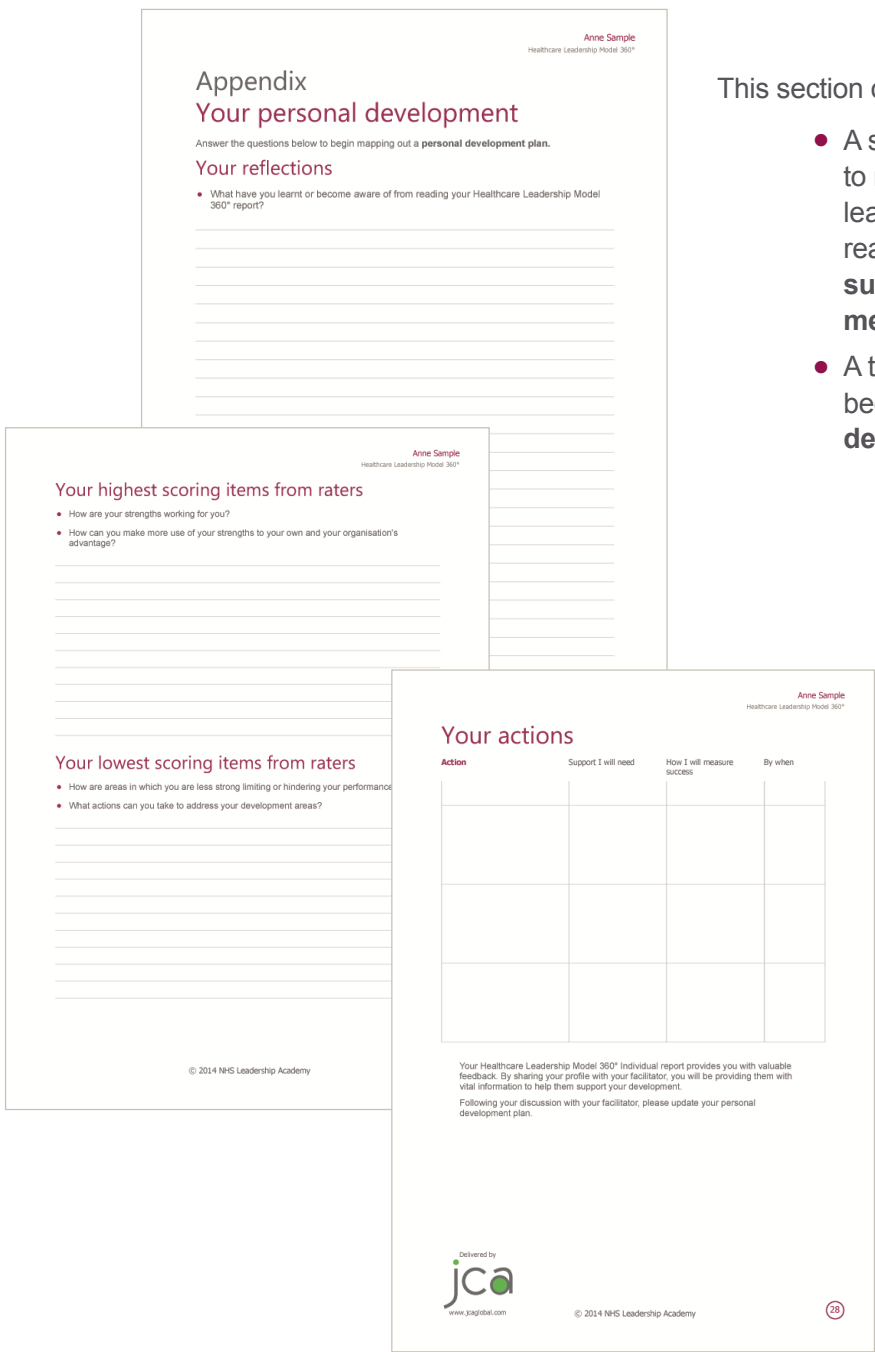
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This section of the report:

- Displays the **free-text comments** provided by the participant's 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 verbatim in the individual's report **as written** by their raters.

Appendix – Your Personal Development

(Individual Report only – Group Report contains one page for ‘Reflections and Learning’)



This section of the report provides:

- A space for helping the participant/s to **reflect** on what they have learned about themselves from reading their report and to **summarise** and **capture** the **key messages** from their feedback.
- A template for the participant/s to begin creating a **personal/group development plan**.

Help and Support

If you'd like further help and support with your 360° questionnaire, please do not 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/#facilitator>

Useful Resources

All support and resources, including **user guides**, **sample reports** and **workbooks**, can be found on the Appraisal 360° support page: <http://modelsupporthub.jcaglobal.com/>

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