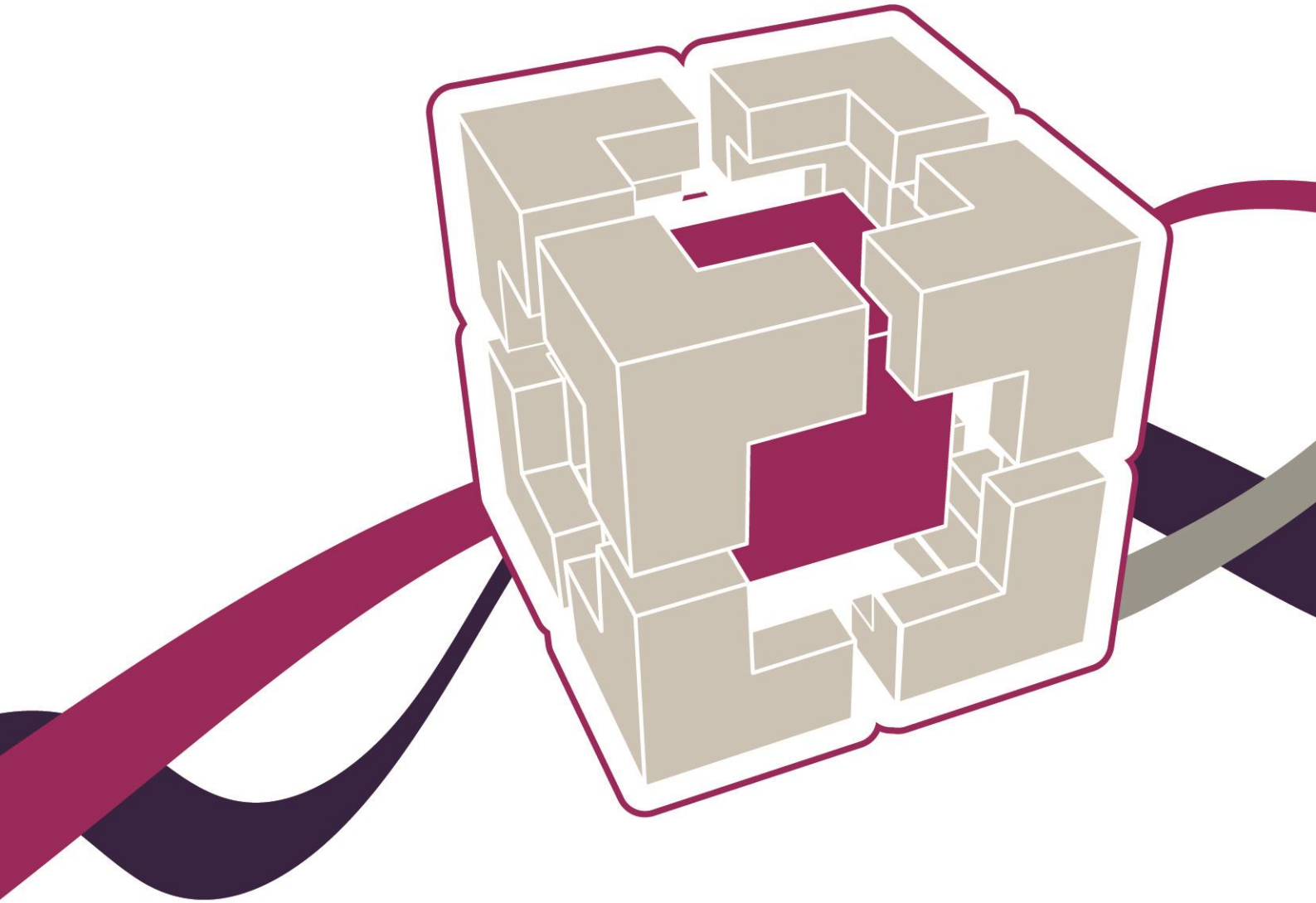
NHS
Leadership Academy

The Healthcare Leadership Model Appraisal Hub and 360° Report

Facilitator User Guide



www.leadershipacademy.nhs.uk

Facilitator User Guide

Contents

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**, **login** 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.*

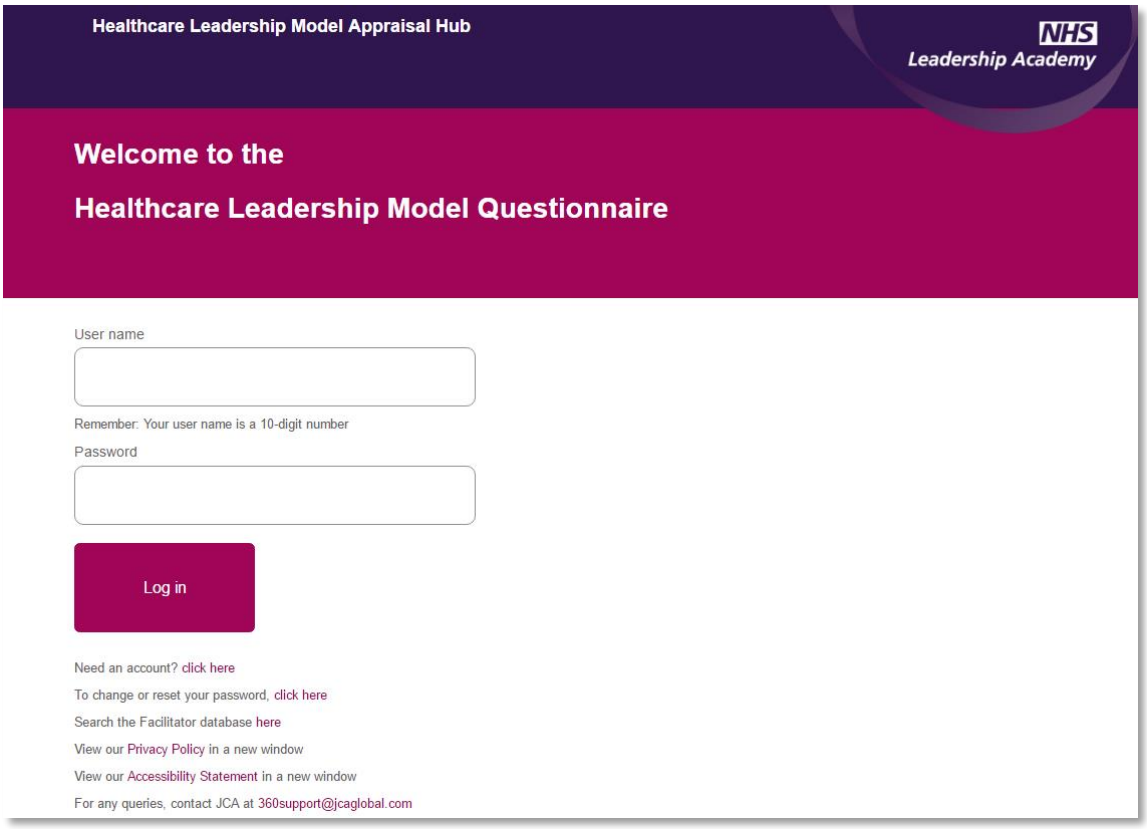
6. Finally, once you have completed the stages above, please email 360support@jcaglobal.com and **request your facilitator privileges**. The helpdesk will 'switch on' your facilitator privileges within the Appraisal Hub and notify you when this has been done. You will then be able to use the Appraisal 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

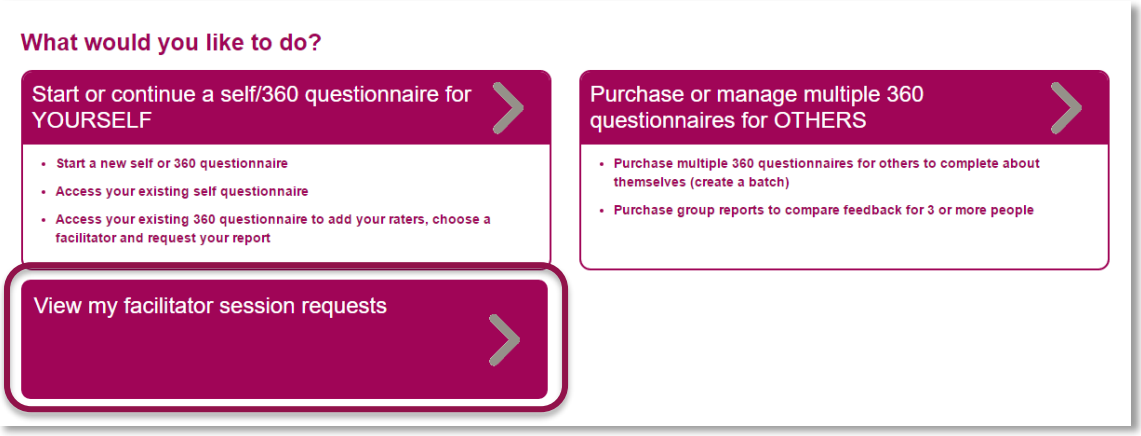


Viewing the Home Screen

→ 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**.

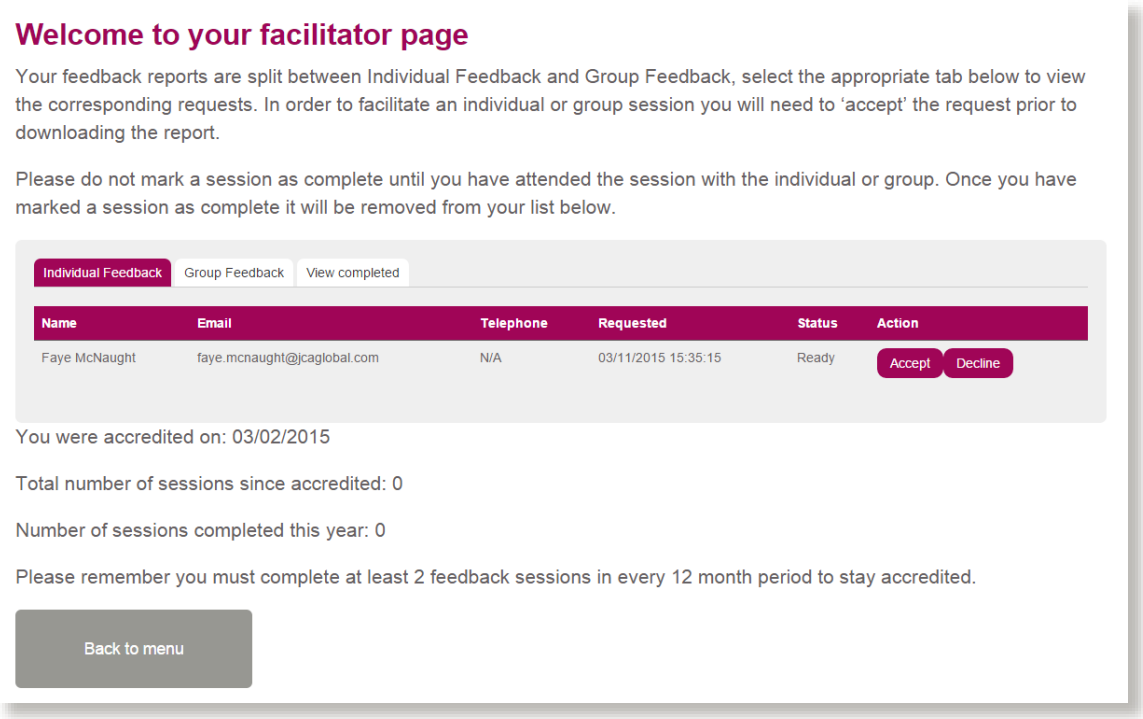
✓ *Unless you are undertaking a 360 assessment for yourself or setting assessments up for other people, you will not need to use the top two buttons.*

→ Click on **View my facilitator session requests** in order to see and manage the requests you have received for feedback sessions.

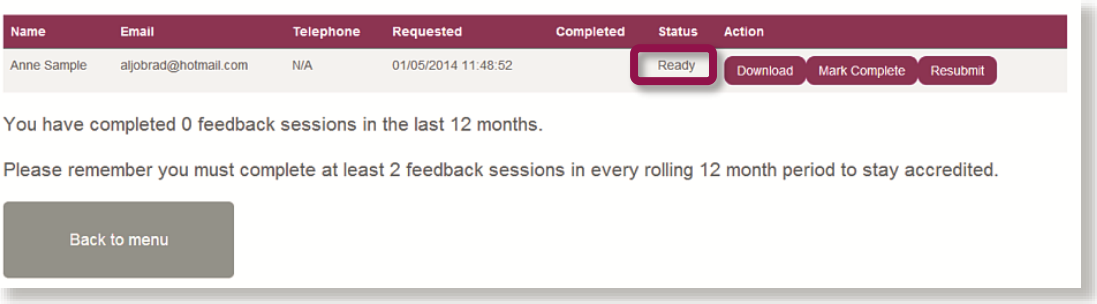


Managing your session requests

→ Once you have clicked the **View my facilitator session requests** button, you will be taken to your **facilitator page**.



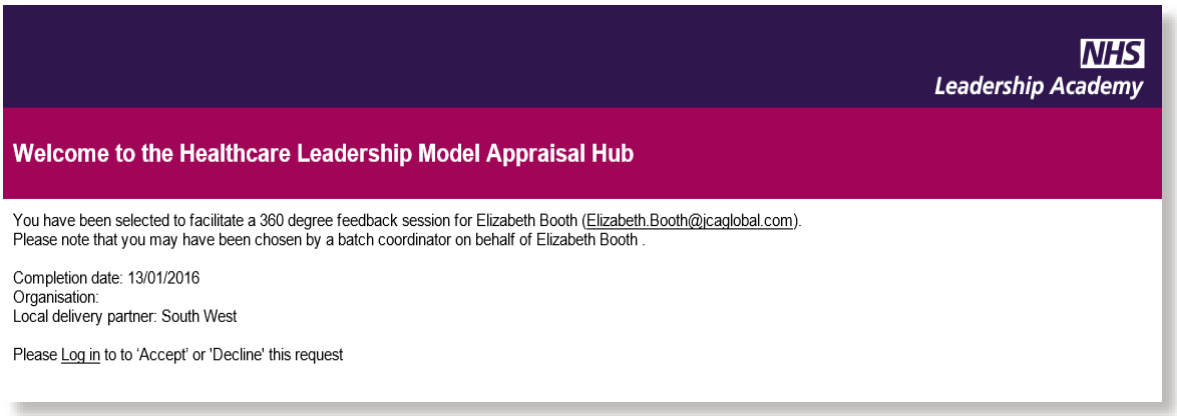
- Here you can see any **individual feedback sessions and/or group feedback sessions** that have been requested and if ready, you can **download** the completed reports. The **status** column will indicate the current state of any requests you have received.
- You will see that the **Status** column 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



Using the Hub to complete your facilitator tasks

Notification of an individual session request

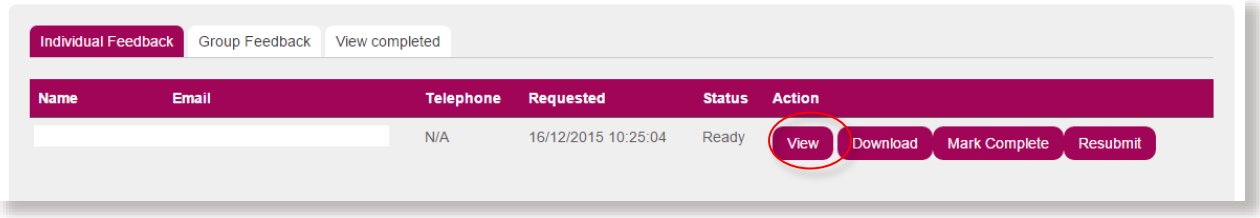
- It is the responsibility of the **individual** participating in the 360° feedback process to **make contact** with you to check your **availability** for a feedback session and to agree a **venue**, **date** and **time**. The individual will contact you by **email** or **telephone** to agree this.
- 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.



→ 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**

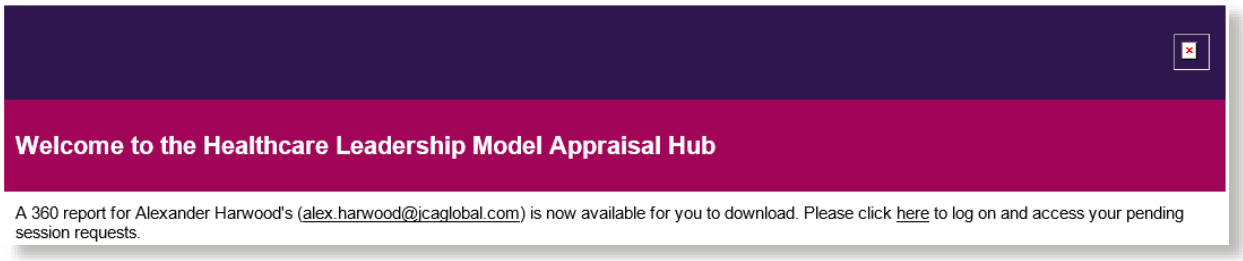


→ Once the individual has completed their **self-rating** they will need to allow some time for their **raters** to finish their feedback to complete the 360° process.

→ 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.**

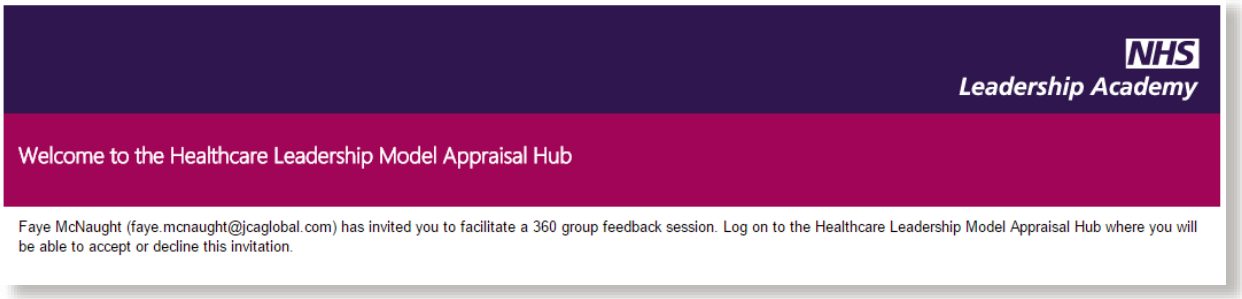


Notification of a group session request

Please note that there is not currently a Group Report available for the new version questionnaire.

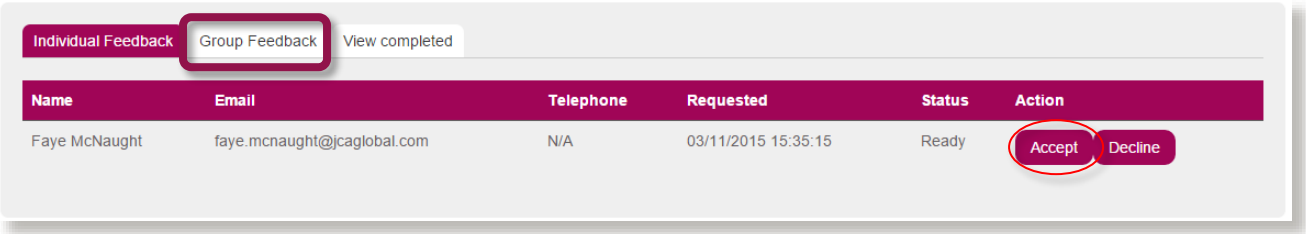
→ If you, as an accredited **Group Facilitator** are chosen to facilitate a **group session**, this **request** will come from the person who is managing and **administrating** the group of individuals who will have been set up to complete their **individual assessments** on the system in a '**batch**'.

→ 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.



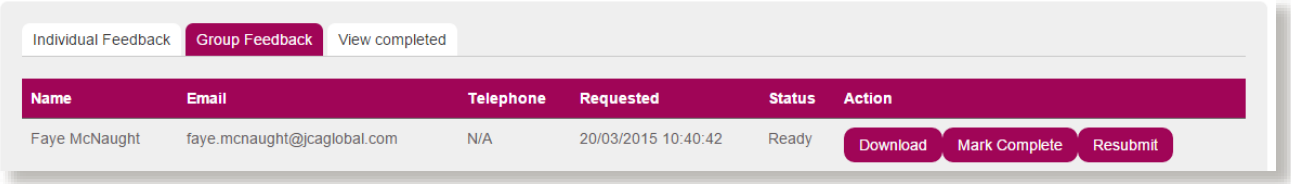
→ To **accept** or **decline** this invitation, you will need to log in to your Appraisal Hub account, and click **View my facilitator session requests**.

→ Click the **Group Feedback** tab, and you will see the screen below



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

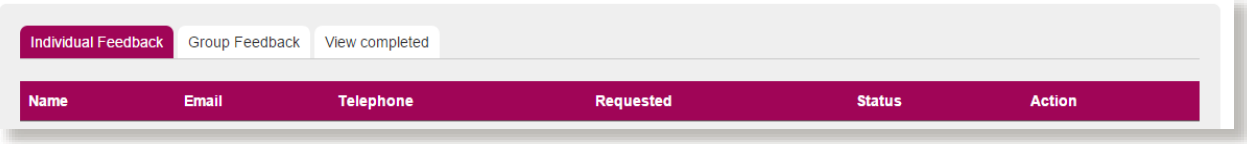
→ When you have **accepted** the request, the screen will change to look as below:



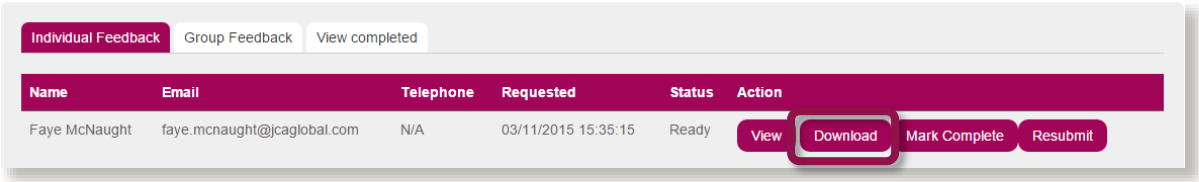
Accessing a 360° Report

→ 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.**

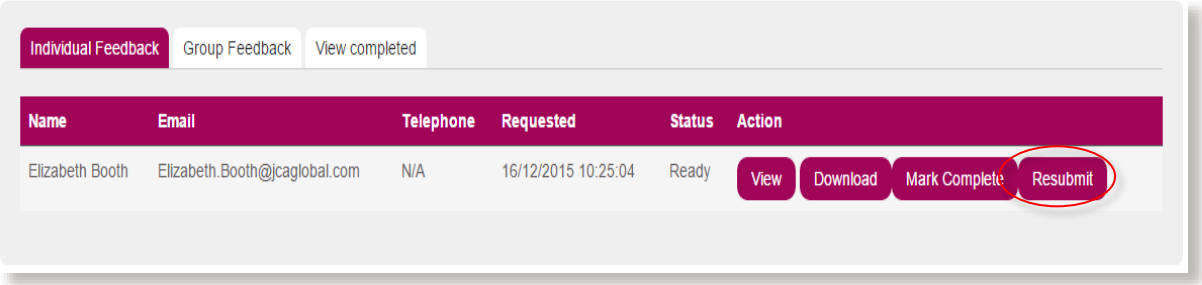
→ You will need to select either the '**Individual feedback'** tab or the '**Group feedback'** tab, as seen below



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



→ 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.



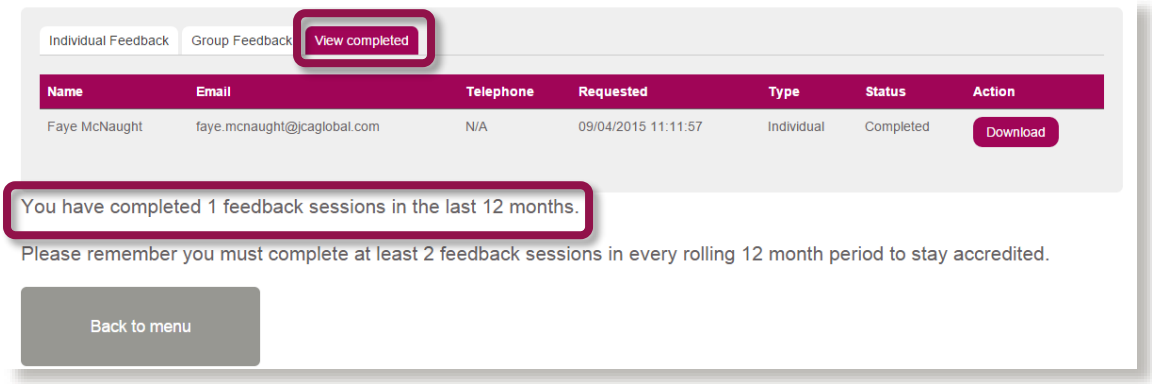
✓ *The participant/group is **not able** to download a copy of their 360° report from the Hub and will **not** have seen it before you meet for the facilitated feedback session.*

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**



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.

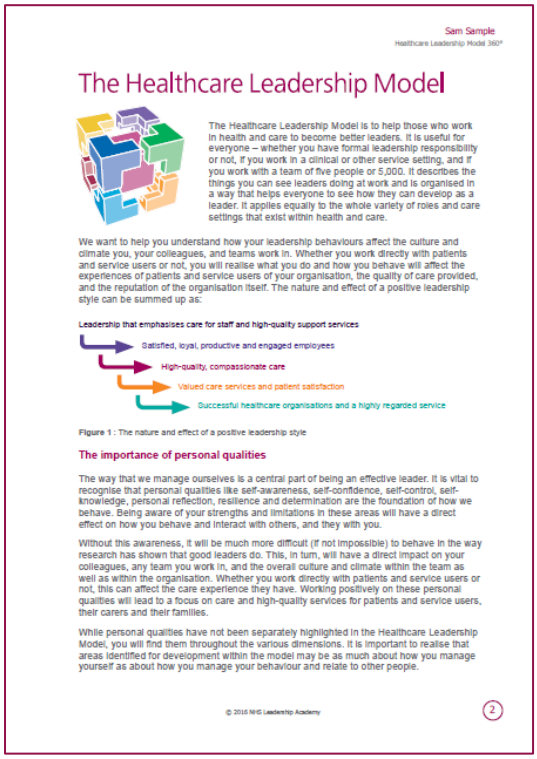
Accessing the 360° report

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



Sam 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.

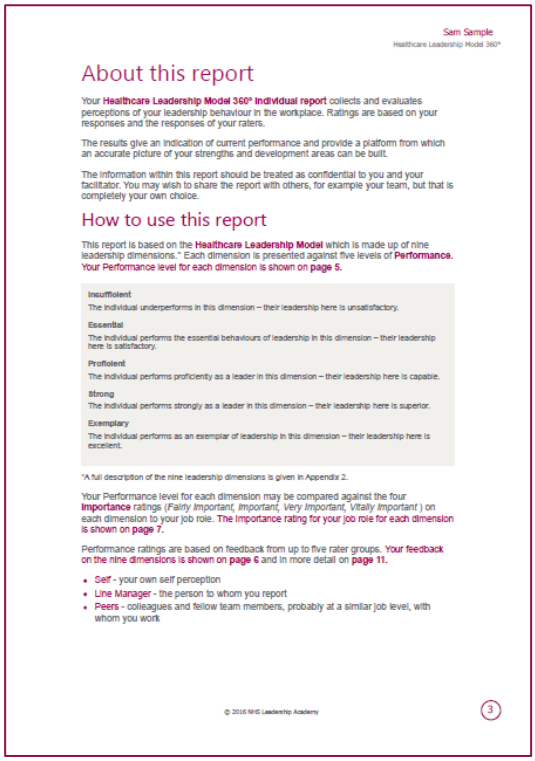
© 2016 NHS Leadership Academy

2

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



Sam 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. Your Performance level for each dimension is shown on page 5.**

Insufficient
The individual underperforms in this dimension – their leadership here is unsatisfactory.

Essential
The individual performs the essential behaviours of leadership in this dimension – their leadership here is satisfactory.

Proficient
The individual performs proficiently as a leader in this dimension – their leadership here is capable.

Strong
The individual performs strongly as a leader in this dimension – their leadership here is superior.

Exemplary
The individual performs as an exemplar of leadership in this dimension – their leadership here is excellent.

*A full description of the nine leadership dimensions is given in Appendix 2.

Your Performance level for each dimension may be compared against the four **Importance** ratings (*Fairly Important, Important, Very Important, Vitally Important*) on each dimension to your job role. **The Importance rating for your job role for each dimension is shown on page 7.**

Performance ratings are based on feedback from up to five rater groups. **Your feedback on the nine dimensions is shown on page 6** and in more detail on **page 11.**

- **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

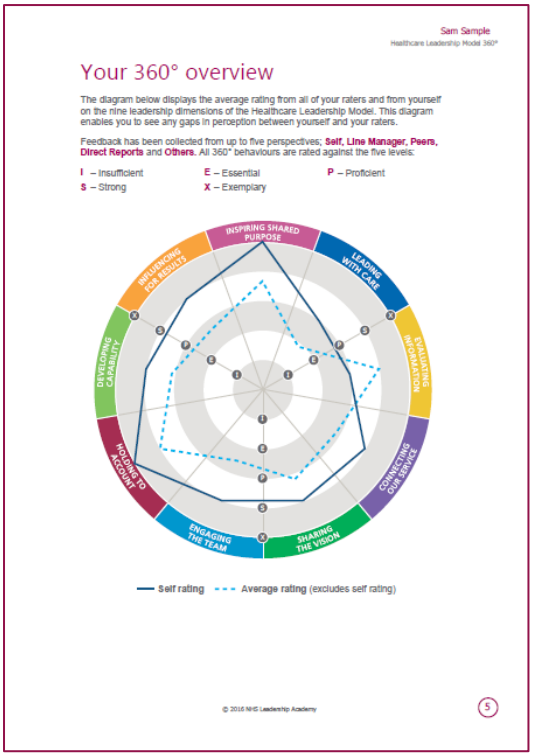
© 2016 NHS Leadership Academy

3

This section of the report describes:

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

Your 360° overview



Sam Sample
Healthcare Leadership Model 360°

Your 360° overview

The diagram below displays the average rating from all of your raters and from yourself on the nine leadership dimensions of the Healthcare Leadership Model. This diagram enables you to see any gaps in perception between yourself and your raters.

Feedback has been collected from up to five perspectives; **Self, Line Manager, Peers, Direct Reports** and **Others**. All 360° behaviours are rated against the five levels:

I – Insufficient **E** – Essential **P** – Proficient
S – Strong **X** – Exemplary

© 2016 NHS Leadership Academy

5

In this section of the report:

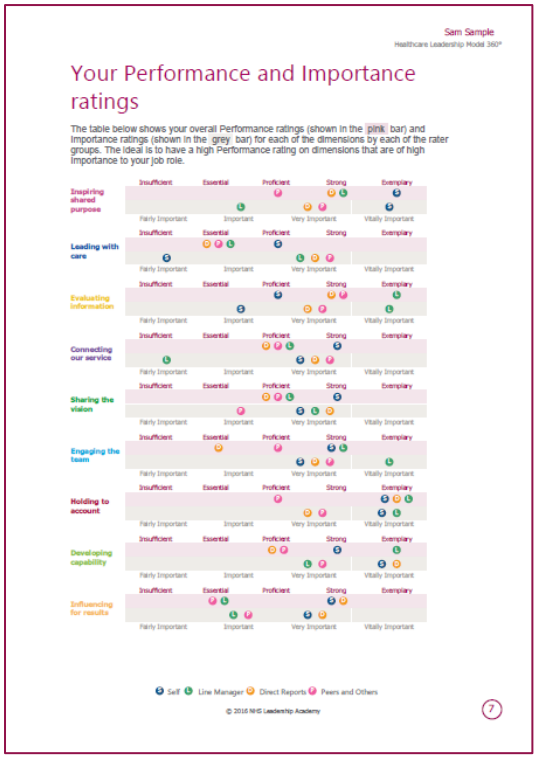
- The participant can **compare** their **self ratings** on the nine leadership dimensions with the **average** rating of their raters.
- The rating will be one of five levels:
  - I – Insufficient
  - E – Essential
  - P – Proficient
  - S – Strong
  - X - Exemplary

Your rater groups

This section of the report:

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

Your Performance and Importance ratings


Sam Sample
Healthcare Leadership Model 360°

Your Performance and Importance ratings

The table below shows your overall Performance ratings (shown in the pink bar) and Importance ratings (shown in the grey bar) for each of the dimensions by each of the rater groups. The ideal is to have a high Performance rating on dimensions that are of high importance to your job role.

Insufficient | Essential | Proficient | Strong | Exemplary

Fairly Important | Important | Very Important | Vitally Important

Inspiring shared purpose
Leading with care
Evaluating information
Connecting our service
Sharing the vision
Engaging the team
Holding to account
Developing capability
Influencing for results

Self Line Manager Direct Reports Peers and Others

7

This section of the report:

- Displays in a **visual format** the performance and importance ratings for each of the **nine dimensions** of the Healthcare Leadership Model.
- Presents the participants **self ratings** separately to those of their **raters** to enable you to **compare** and **contrast**.

Your Performance versus Importance summary


Sam Sample

Healthcare Leadership Model 360°

Your Performance versus Importance summary

The table below shows a summary of your Performance versus Importance ratings for each of the nine dimensions.

If you are rated low in Performance on dimensions that are of high Importance this is an area of risk (marked in red) and you should prioritise your development actions here. If you are rated the same in Performance as on Importance this shows appropriate balance (marked in amber). If you are rated high in Performance on dimensions that are of low Importance this is an area of talent or strength that is currently not rated as important in your role (marked in green) and this may be an opportunity worth discussing with your facilitator.

Importance and Performance ratings are based on average ratings by others

Opportunity zone Balanced zone Risk zone

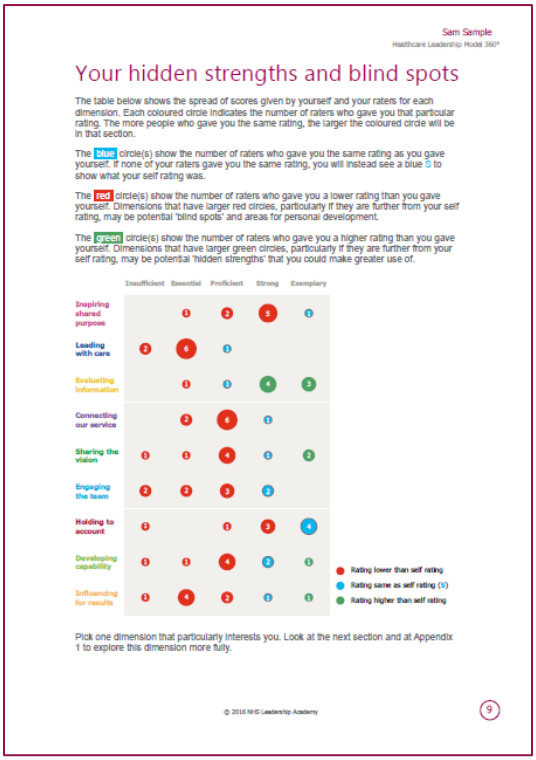
© 2016 NHS Leadership Academy

8

In this section of the report:

- Participants 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 hidden strengths and blind spots



Sam Sample
Healthcare Leadership Model 360°

Your hidden strengths and blind spots

The table below 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.

The blue circle(s) show the number of raters who gave you the same rating as you gave yourself. If none of your raters gave you the same rating, you will instead see a blue S to show what your self rating was.

The red circle(s) show the number of raters who gave you a lower rating than you gave yourself. Dimensions that have larger red circles, particularly if they are further from your self rating, may be potential 'blind spots' and areas for personal development.

The green circle(s) show the number of raters who gave you a higher rating than you gave yourself. Dimensions that have larger green circles, particularly if they are further from your self rating, may be potential 'hidden strengths' that you could make greater use of.

Pick one dimension that particularly interests you. Look at the next section and at Appendix 1 to explore this dimension more fully.

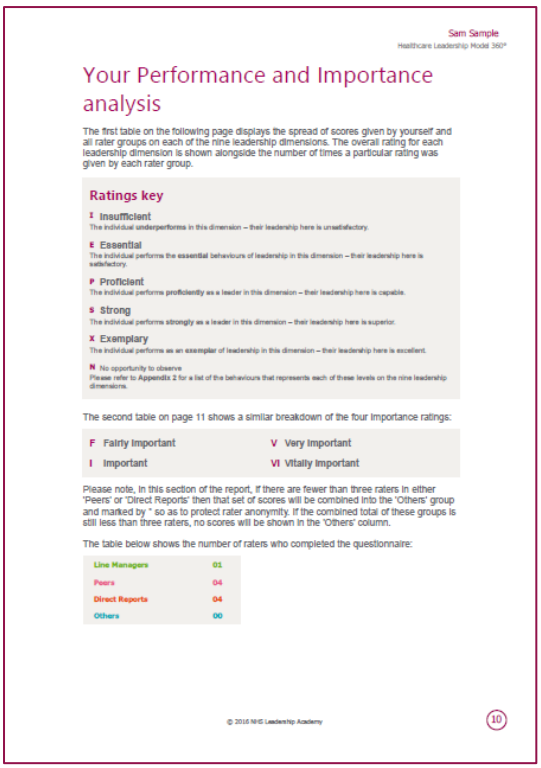
© 2015 NHS Leadership Academy

9

In this section of the report:

- The table shows the spread of scores given by the **self rater** and their **raters** for each dimension.
- Each coloured circle indicates the **number of raters** who gave the participant that particular rating. The more people who gave the same rating, the larger the coloured circle will be in that section.
- The blue circle(s) show the number of raters who gave the **same** rating as the participant. If none of the raters gave the participant the same rating, you will instead see a blue S which indicates what the Self rating was.
- The red circle(s) show the number of raters who gave the participant a **lower** rating than the participant's Self rating. Dimensions that have larger red circles, particularly if they are further from the Self rating, may be potential '**blind spots**' and areas for personal development.
- The green circle(s) show the number of raters who gave the participant a **higher** rating than the participant's Self rating. Dimensions that have larger green circles, particularly if they are further from the Self rating, may be potential '**hidden strengths**' that the participant could make greater use of.

Your Performance and Importance analysis



Sam Sample
Healthcare Leadership Model 360°

Your Performance and Importance analysis

The first table on the following page displays the spread of scores given by yourself and all rater groups on each of the nine leadership dimensions. The overall rating for each leadership dimension is shown alongside the number of times a particular rating was given by each rater group.

Ratings key

- **I Insufficient** – The individual **underperforms** in this dimension – their leadership here is unsatisfactory.
- **E Essential** – The individual performs the **essential** behaviours of leadership in this dimension – their leadership here is satisfactory.
- **P Proficient** – The individual performs **proficiently** as a leader in this dimension – their leadership here is capable.
- **S Strong** – The individual performs **strongly** as a leader in this dimension – their leadership here is superior.
- **X Exemplary** – The individual performs as an **exemplar** of leadership in this dimension – their leadership here is excellent.
- **N** No opportunity to observe

Please refer to **Appendix 2** for a list of the behaviours that represents each of these levels on the nine leadership dimensions.

The second table on page 11 shows a similar breakdown of the four importance ratings:

F Fairly Important	V Very Important
I Important	VI Vitally Important

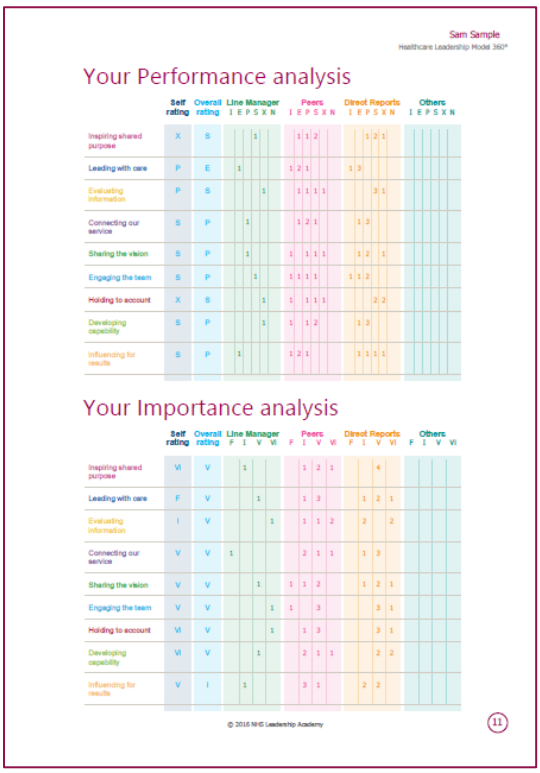
Please note, in this section of the report, if there are fewer than three raters in either 'Peers' or 'Direct Reports' then that set of scores will be combined into the 'Others' group and marked by * so as to protect rater anonymity. If the combined total of these groups is still less than three raters, no scores will be shown in the 'Others' column.

The table below shows the number of raters who completed the questionnaire:

Line Managers	01
Peers	04
Direct Reports	04
Others	00

© 2016 NHS Leadership Academy

10



Sam Sample
Healthcare Leadership Model 360°

Your Performance analysis

	Self rating	Overall rating	Line Manager I	Line Manager E	Line Manager P	Line Manager S	Line Manager X	Line Manager N	Peers I	Peers E	Peers P	Peers S	Peers X	Peers N	Direct Reports I	Direct Reports E	Direct Reports P	Direct Reports S	Direct Reports X	Direct Reports N	Others I	Others E	Others P	Others S	Others X	Others N
Inspiring shared purpose	X	S				1				1	1	2					1	2	1							
Leading with care	P	E		1					1	2	1				1	3										
Evaluating information	P	S					1			1	1	1	1					3	1							
Connecting our service	S	P			1					1	2	1				1	3									
Sharing the vision	S	P			1				1		1	1	1			1	2		1							
Engaging the team	S	P				1			1	1	1	1			1	1	2									
Holding to account	X	S					1		1		1	1	1					2	2							
Developing capability	S	P					1		1		1	2				1	3									
Influencing for results	S	P		1					1	2	1					1	1	1	1							

Your Importance analysis

	Self rating	Overall rating	Line Manager F	Line Manager I	Line Manager V	Line Manager VI	Peers F	Peers I	Peers V	Peers VI	Direct Reports F	Direct Reports I	Direct Reports V	Direct Reports VI	Others F	Others I	Others V	Others VI
Inspiring shared purpose	VI	V		1				1	2	1			4					
Leading with care	F	V			1			1	3			1	2	1				
Evaluating information	I	V				1		1	1	2		2		2				
Connecting our service	V	V	1					2	1	1		1	3					
Sharing the vision	V	V			1		1	1	2			1	2	1				
Engaging the team	V	V				1	1		3				3	1				
Holding to account	VI	V				1		1	3				3	1				
Developing capability	VI	V			1			2	1	1			2	2				
Influencing for results	V	I		1				3	1			2	2					

© 2016 NHS Leadership Academy

11

This section of the report:

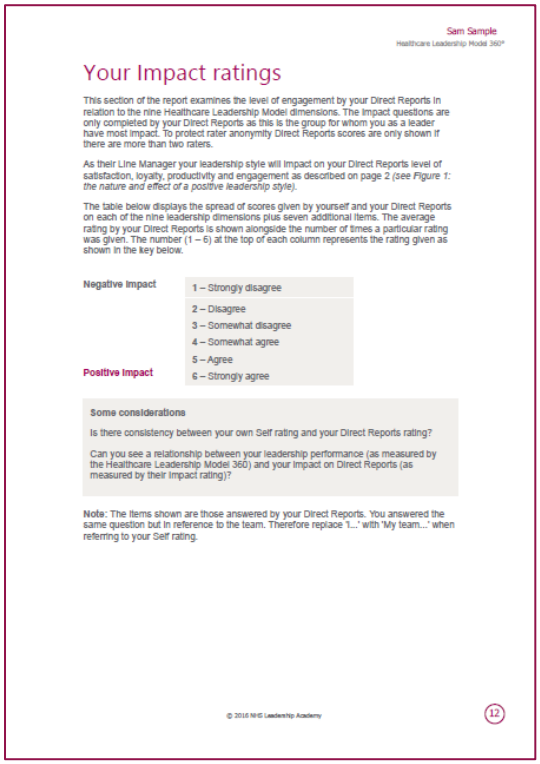
- Shows the **spread of scores** given by the self rater and all rater groups **against each of the nine dimensions**
- Shows the overall rating for each leadership dimension is shown alongside the number of times a particular rating was given by each rater group.

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 Impact ratings



Sam Sample
Healthcare Leadership Model 360°

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 impact questions are only completed by your Direct Reports as this is the group for whom you as a leader have most impact. To protect rater anonymity Direct Reports scores are only shown if there are more than two raters.

As their Line Manager your leadership style will impact on your Direct Reports level of satisfaction, loyalty, productivity and engagement as described on page 2 *(see Figure 1: the nature and effect of a positive leadership style)*.

The table below displays the spread of scores given by yourself and your Direct Reports on each of the nine leadership dimensions plus seven additional items. The average rating by your Direct Reports is shown alongside the number of times a particular rating was given. The number (1 – 6) at the top of each column represents the rating given as shown in the key below.

Negative impact	1 – Strongly disagree
	2 – Disagree
	3 – Somewhat disagree
	4 – Somewhat agree
	5 – Agree
Positive impact	6 – Strongly agree

Some considerations

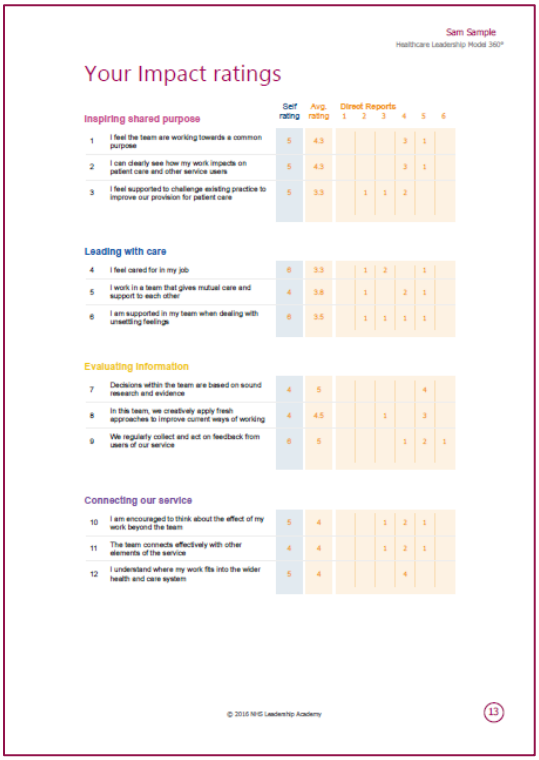
Is there consistency between your own Self rating and your Direct Reports rating?

Can you see a relationship between your leadership performance (as measured by the Healthcare Leadership Model 360) and your impact on Direct Reports (as measured by their impact rating)?

Note: The items shown are those answered by your Direct Reports. You answered the same question but in reference to the team. Therefore replace 'I...' with 'My team...' when referring to your Self rating.

© 2016 NHS Leadership Academy

12



Sam Sample
Healthcare Leadership Model 360°

Your Impact ratings

		Self rating	Avg. rating	Direct Reports 1	2	3	4	5	6
Inspiring shared purpose									
1	I feel the team are working towards a common purpose	5	4.3				3	1	
2	I can clearly see how my work impacts on patient care and other service users	5	4.3				3	1	
3	I feel supported to challenge existing practice to improve our provision for patient care	5	3.3		1	1	2		
Leading with care									
4	I feel cared for in my job	6	3.3		1	2		1	
5	I work in a team that gives mutual care and support to each other	4	3.8		1		2	1	
6	I am supported in my team when dealing with unsettling feelings	6	3.5		1	1	1	1	
Evaluating information									
7	Decisions within the team are based on sound research and evidence	4	5					4	
8	In this team, we creatively apply fresh approaches to improve current ways of working	4	4.5			1		3	
9	We regularly collect and act on feedback from users of our service	6	5				1	2	1
Connecting our service									
10	I am encouraged to think about the effect of my work beyond the team	5	4			1	2	1	
11	The team connects effectively with other elements of the service	4	4			1	2	1	
12	I understand where my work fits into the wider health and care system	5	4				4		

© 2016 NHS Leadership Academy

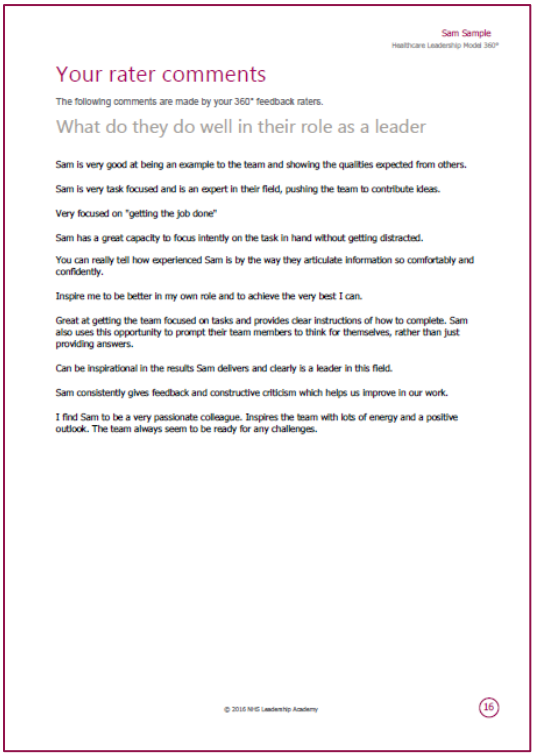
13

This section of the report:

- Examines the level of engagement of the participants Direct Reports in relation to the nine Healthcare Leadership Model dimensions.
- Displays the spread of scores given by the **self rater** and their **Direct Reports** on each of the nine leadership dimensions plus seven additional items.

Please note: this section will only appear if the participant answered 'Yes' to having Direct Reports when completing their own questionnaire.

Your rater comments



Sam 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

Sam is very good at being an example to the team and showing the qualities expected from others.

Sam is very task focused and is an expert in their field, pushing the team to contribute ideas.

Very focused on "getting the job done"

Sam has a great capacity to focus intently on the task in hand without getting distracted.

You can really tell how experienced Sam is by the way they articulate information so comfortably and confidently.

Inspire me to be better in my own role and to achieve the very best I can.

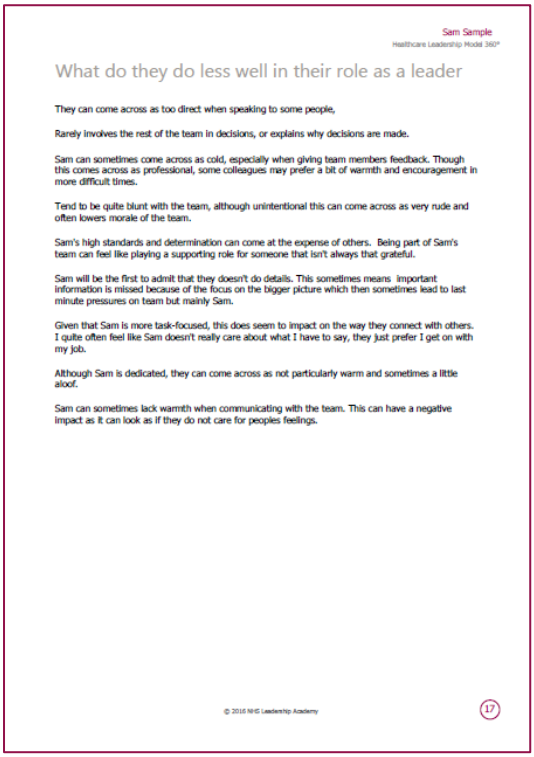
Great at getting the team focused on tasks and provides clear instructions of how to complete. Sam also uses this opportunity to prompt their team members to think for themselves, rather than just providing answers.

Can be inspirational in the results Sam delivers and clearly is a leader in this field.

Sam consistently gives feedback and constructive criticism which helps us improve in our work.

I find Sam to be a very passionate colleague. Inspires the team with lots of energy and a positive outlook. The team always seem to be ready for any challenges.

© 2016 NHS Leadership Academy 16



Sam Sample
Healthcare Leadership Model 360°

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

They can come across as too direct when speaking to some people,

Rarely involves the rest of the team in decisions, or explains why decisions are made.

Sam can sometimes come across as cold, especially when giving team members feedback. Though this comes across as professional, some colleagues may prefer a bit of warmth and encouragement in more difficult times.

Tend to be quite blunt with the team, although unintentional this can come across as very rude and often lowers morale of the team.

Sam's high standards and determination can come at the expense of others. Being part of Sam's team can feel like playing a supporting role for someone that isn't always that grateful.

Sam will be the first to admit that they doesn't do details. This sometimes means important information is missed because of the focus on the bigger picture which then sometimes lead to last minute pressures on team but mainly Sam.

Given that Sam is more task-focused, this does seem to impact on the way they connect with others. I quite often feel like Sam doesn't really care about what I have to say, they just prefer I get on with my job.

Although Sam is dedicated, they can come across as not particularly warm and sometimes a little aloof.

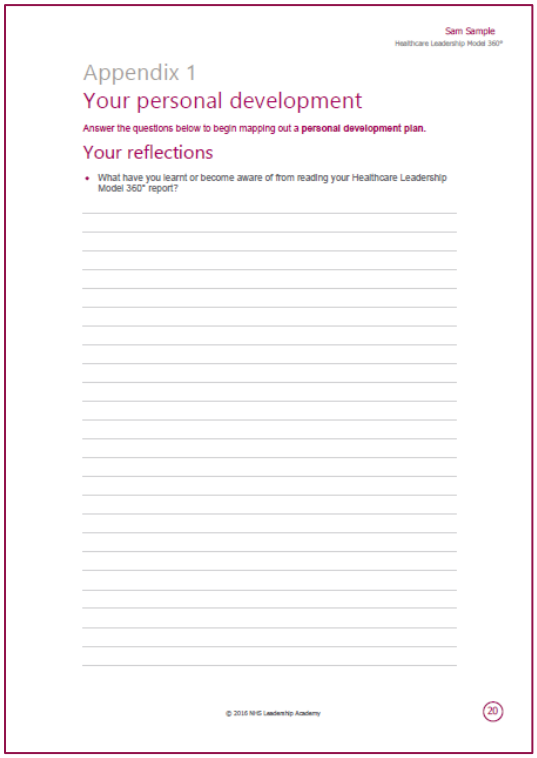
Sam can sometimes lack warmth when communicating with the team. This can have a negative impact as it can look as if they do not care for peoples feelings.

© 2016 NHS Leadership Academy 17

This section of the report:

- Displays the **free-text comments** provided by the participant's raters in response 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 1 – Your personal development



Sam Sample
Healthcare Leadership Model 360°

Appendix 1
Your personal development

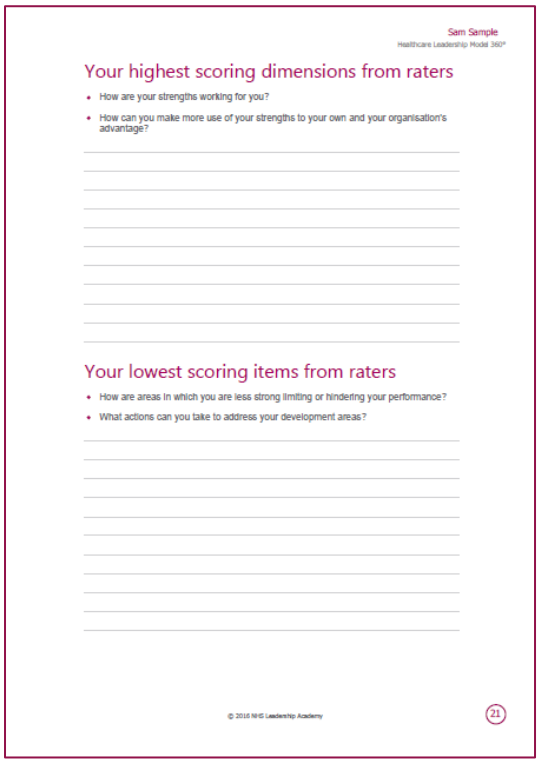
Answer the questions below to begin mapping out a **personal development plan.**

Your reflections

- What have you learnt or become aware of from reading your Healthcare Leadership Model 360° report?

© 2016 NHS Leadership Academy

20



Sam Sample
Healthcare Leadership Model 360°

Your highest scoring dimensions from raters

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your lowest scoring items from raters

- How are areas in which you are less strong limiting or hindering your performance?
- What actions can you take to address your development areas?

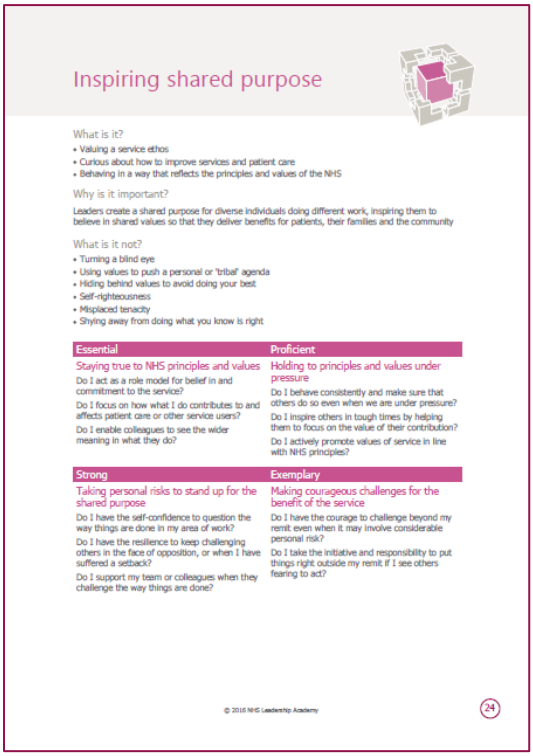
© 2016 NHS Leadership Academy

21

This section of the report provides:

- A space for helping the participant 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 to begin creating a **personal development plan**.

Appendix 2 – The nine dimensions of leadership behaviour



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

Essential	Proficient
Staying true to NHS principles and values Do I act as a role model for belief in and commitment to the service? Do I focus on how what I do contributes to and affects patient care or other service users? Do I enable colleagues to see the wider meaning in what they do?	Holding to principles and values under pressure Do I behave consistently and make sure that others do so even when we are under pressure? Do I inspire others in tough times by helping them to focus on the value of their contribution? Do I actively promote values of service in line with NHS principles?

Strong	Exemplary
Taking personal risks to stand up for the shared purpose Do I have the self-confidence to question the way things are done in my area of work? Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback? Do I support my team or colleagues when they challenge the way things are done?	Making courageous challenges for the benefit of the service Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk? Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?

© 2016 NHS Leadership Academy

24

This section of the report provides:

- 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°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/

JCA Global

JCA is a **global business psychology** and **people development specialist**. We help organisations achieve **greater success** by getting the best from people in a **sustainable** way. Our integrated **software**, **training** and **consulting** solutions make a proven difference to business **performance**, **engagement** and **well-being**. JCA is proud to be a **customer focused**, **values led** organisation that is passionate about making development accessible to all.

www.jcaglobal.com