The Healthcare Leadership Model Appraisal Hub

Self-Assessment User Guide

www.leadershipacademy.nhs.uk
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.

→ The results are presented in a report downloaded from the hub which gives you an indication of your current performance and behaviour. The report provides a platform from which a deeper understanding of your areas of strengths and limitations can be built, to better inform your development plans.

→ The information within the report is treated as confidential to you. However, you may wish to share the report with others, for example members of your team, a coach or someone else who can help you interpret the results – but that is completely your own choice.

Why am I being asked to complete this questionnaire?

→ The questionnaire provides you with the opportunity to rate your leadership behaviours within your workplace. 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.

I would like feedback on my leadership behaviour from others too, how can I get this?

→ If, after completing the Self-Assessment, you would like to gain feedback from others on your leadership performance and behaviour, you can convert your Self-Assessment into a 360 Degree Questionnaire and invite other people to rate you. Please see the 360 Assessment User Guide for further information.

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 Self-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:

✓ Note: if this page does not appear then you may be already logged into an NHSx account, in which case carry on from the instructions on the page 5.

→ You will receive an email to the address you specified when you created an account, containing your 10-digit number 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 until you reach the **Programmes** section.

You will see **Healthcare Leadership Model** under **All Programmes**, click **Register** on this programme to start your registration.
→ Press **Register** again to confirm that you would like to access the Healthcare Leadership Model.

![Healthcare Leadership Model](image)

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

![Form](image)

→ At the bottom of this form, you will see the button **Register and continue to Healthcare Leadership Model Appraisal Hub.** Please read and accept the Terms of Service, and then select this option.
→ Once you submit the form, you will automatically be taken to the Appraisal hub, (pictured below), where you can then log in with the 10 digit username and password you created a moment ago.

![Healthcare Leadership Model Appraisal Hub](image)

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
View our Privacy Policy in a new window
View our Accessibility Statement in a new window
For any queries, contact JCA at 360support@jaglobal.com

✔ Note: Throughout this process, please read all the provided information and follow all instructions carefully.
Step 2.

Creating a Self-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.

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:
→ Click on the button to **Start or continue a self/360 questionnaire for YOURSELF** and then click **Create a New Questionnaire**.

→ Select **Self Questionnaire** from the options available. Then click **Create** to create a free Self-Assessment Questionnaire:

→ When you are ready to start, click **Start my Questionnaire**.

**This is your questionnaire created on 25 Aug 2016**

You have not started your questionnaire

Start my questionnaire

Your reports will become available to print once you have completed your questionnaire.

Back to menu
Step 3.

Completing a Self-Assessment Questionnaire

→ You can begin to complete your created questionnaire immediately. You will be asked nine questions based on the nine dimensions of the Healthcare Leadership Model.

→ If you have Direct Reports you will also be asked to answer a set of 34 questions about the team you lead.

→ The questionnaire should take approximately 15 to 30 minutes to complete. However, if you are unable to complete the questionnaire in one sitting, you can log out and log in at a later date to continue from the point at which you left.

→ Throughout the questionnaire, you will be asked to select a level which accurately describes your behaviour and also to rate the importance of each dimension to your job role.

→ Please note that there are no better or worse answers, and the level of behaviour and rate of importance will vary depending on the requirements or limitations of your specific job role. Try to provide your most natural responses to the questions.

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

Do you have any Direct Reports?*

Yes                                      No

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

*A Direct Report is an individual for whom you have a direct responsibility to lead.
For questions related to the nine dimensions, you are given a brief description of the dimension to read. Then, each question consists of two parts.

→ For the first part, please read the descriptions and select the option that best describes your behaviour in relation to this dimension.

→ For the second part, you are asked to rate how important the dimension is to your job role.

One you have selected your answers, click Save and go to the next dimension.
→ Once you have answered all the questions, you will be asked to confirm your ratings. You will be able to see the answers you have given for each question on a summary page and amend them if needed. Once happy with your answers click the **Next** button at the bottom of the Summary page.

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

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

<table>
<thead>
<tr>
<th>Impact questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The team feel they are working towards a common purpose</td>
</tr>
<tr>
<td>2. The team creatively apply fresh approaches to improve current ways of working</td>
</tr>
<tr>
<td>3. Team members willingly strive to achieve high levels of success for the team</td>
</tr>
<tr>
<td>4. At times of controversial and complex change, the team feel reassured and inspired by good leadership</td>
</tr>
<tr>
<td>5. Team members feel encouraged to build relationships, both within and outside of the team, to achieve organisational goals</td>
</tr>
<tr>
<td>6. The team use different styles of communication, stories and symbols to discuss their work</td>
</tr>
</tbody>
</table>

→ Once you have answered all the questions, you will be asked to submit your questionnaire. You can click the **Next** button to submit or the **back** button to go back and make any changes.
→ You will then be asked to answer a few evaluation questions about the service. This will only take a few minutes. If you wish to answer these questions you can click on the Next button.

→ If you would prefer not to complete these questions, please click on the link provided which will take you to request your report.

**Questionnaire complete**
Thank you - you have successfully submitted your questionnaire

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

Next

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

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

Next
Step 4.

Processing your Self-Assessment Report

When you are ready to access your report, you can do so by following the steps below:

→ If you are on the Home page, return to the Your Questionnaires page (by clicking the Start or continue a self/360 questionnaire for YOURSELF button on the home screen) where you will see a list of any questionnaires you have created and their current status.

→ Click on the View button alongside the questionnaire you have completed.

→ Once you have clicked the View button, you will see the page below. Click Process report to generate your report.

Sarah Vallance

This is your questionnaire created on 25 Aug 2016

You have completed your self rating questionnaire

Your report is ready to be processed:

Process report

Back to menu
You will be notified with the screen below that your report is being **processed**.

Sarah Vallance
This is your questionnaire created on 25 Aug 2016
You have completed your self rating questionnaire
Your report is currently in the process queue. Please return to this screen after 30 minutes to access your report.

If your report is in the process queue, return to this screen after 30 minutes, you will then see a **View your report** button. Click on this to download a PDF of your report.

Sarah Vallance
This is your questionnaire created on 25 Aug 2016
You have completed your self rating questionnaire
Your report is ready

Please note that if you have logged out of the Healthcare Leadership Model Appraisal Hub, you will be required to log back in to view your report.
Convert to 360

→ The Convert to 360 option next to your self assessment allows you to convert a Self-Assessment to a 360 and invite peers and colleagues to provide feedback on your performance.

→ The self assessment is free of charge, and the 360 degree assessment costs £40+VAT

→ This can provide you with an illuminating 360 degree picture of your performance and a comparison between your own self-perception and the way others perceive you in the workplace.

→ The system will remember your self-assessment ratings so you will not need to input these again.

→ When completing the 360 assessment you may wish to view our 360 Assessment User Guide which can be found on the Hub Support Page.
Step 5.

Understanding your Self-Assessment Report

The information within the report is personal and confidential to you. You may wish to share the report with others, for example a member of your team, a coach or someone else who can help you interpret the results, but that is completely your own choice.

The Self-Assessment report is divided into the following sections:

- The Healthcare Leadership Model
- About this report
- Your Self Assessment overview
- Your Performance and Importance ratings
- Your Performance versus Importance summary
- Your Performance and Importance analysis
- Your Impact ratings*
- Appendix 1: Your personal development
- Appendix 2: The nine dimensions of leadership behaviour

*Your Impact ratings will only appear if you have answered ‘Yes’ to having Direct Reports when completing your questionnaire.
Overview of Report Structure

1. The Healthcare Leadership Model
   → This section of the report describes the Healthcare Leadership Model upon which the Self-Assessment is based and explains why and how it is useful to you as a leader.
   → This section also covers personal qualities and how being aware of your strengths and limitations will have a direct effect on how you 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 Self-Assessment overview
   → Here you are presented with a diagram that displays your average self-rating on the nine leadership dimensions of the Healthcare Leadership Model.

4. Your Performance and Importance ratings
   → This section of the report displays in a visual format your Performance and Importance self-ratings for each of the nine dimensions of the Healthcare Leadership Model.

5. Your Performance versus Importance summary
   → In this section you are presented with a diagram that displays a summary of your self-ratings by comparing low to high Performance against low to high Importance. This can this can be used to help you prioritise your development focus.
   → Self-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.
   → Self-ratings that align in similar positions against Performance and Importance will be shown in the balanced area (marked in amber).
   → Self-ratings that align with high Performance on dimensions that are of low Importance will be shown in the opportunity area (marked in green).

6. Your Performance and Importance analysis
   → The table in this section displays the ratings you gave yourself for Performance and Importance for each of the nine leadership dimensions.

7. Your Impact ratings
   → This section of the report examines the level of engagement you perceive in your team in relation to the nine Healthcare Leadership Model dimensions.
→ Please note that this section will only appear if you have answered ‘Yes’ to having Direct Reports when completing your questionnaire.

8. Appendix 1: Your personal development

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

9. Appendix 2: The nine dimensions of leadership behaviour

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

If you would like further help and support, 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