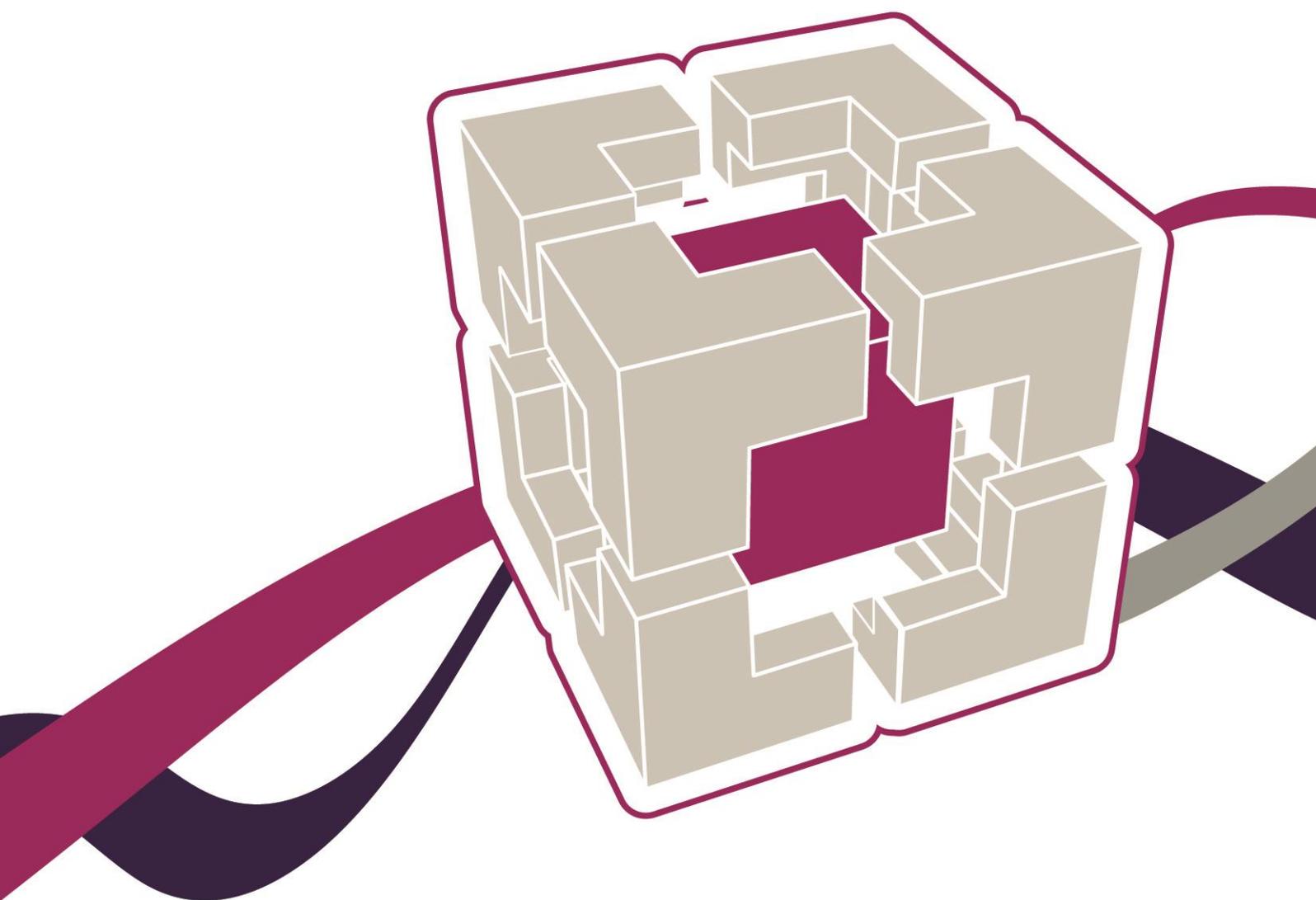


The Healthcare Leadership Model Appraisal Hub

Self-Assessment User Guide



Self-Assessment User Guide

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The Healthcare Leadership Model Appraisal Hub is an online, user friendly system for measuring and providing leaders in healthcare with feedback on their individual behaviour and performance

Introduction

What is the Healthcare Leadership Model Appraisal Hub?

- The Healthcare Leadership Model Appraisal Hub is an **online**, user friendly system for **measuring** and **providing** leaders in healthcare with **feedback** on their individual **behaviour** and **performance**.
- The hub enables you to complete a **questionnaire** based on the **Healthcare Leadership Model** that evaluates your **self-perception** of your leadership behaviour in the workplace.
- 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 work place. This will help you to **develop** and make **sustainable improvements** to your performance at work. The questionnaire can be used to provide a starting point for **discussion** and **increased awareness** at an **individual**, **team** or **organisational** level.

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.

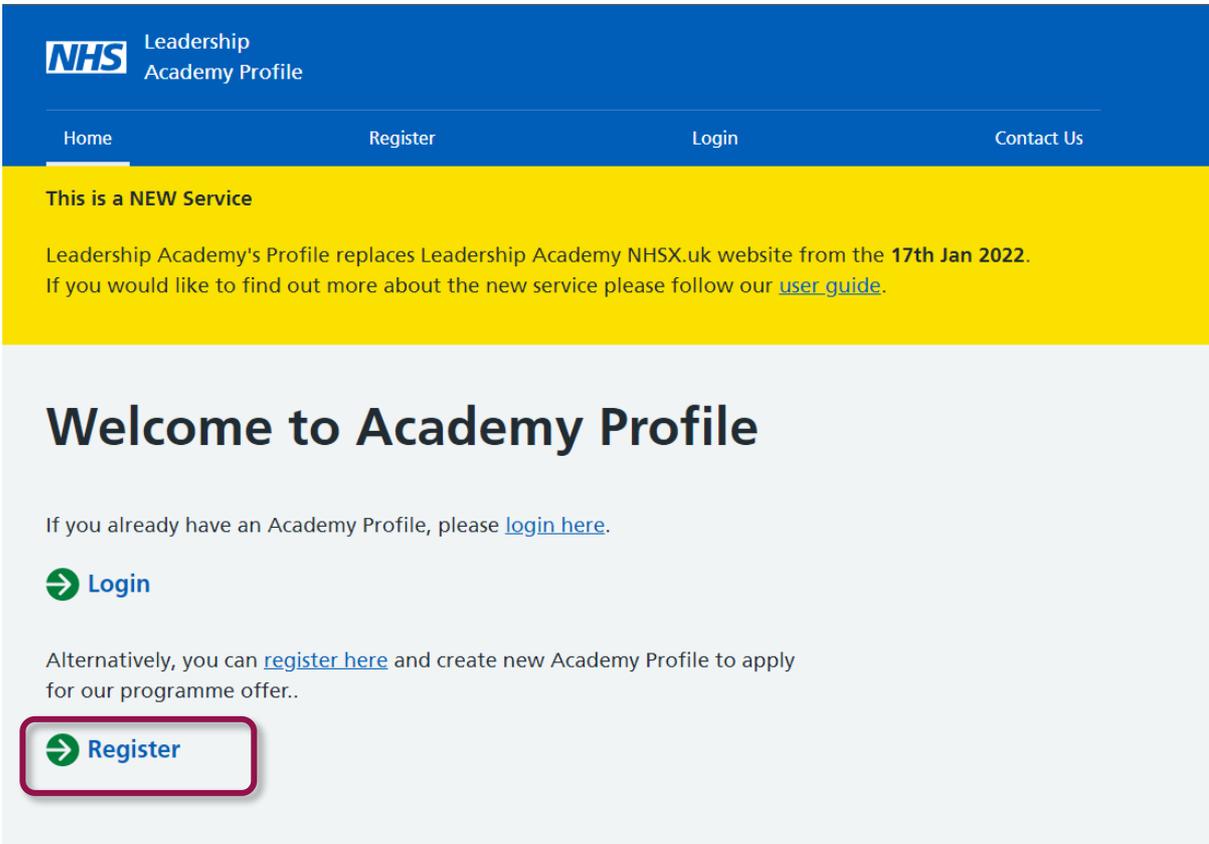
What should I do if I have any technical difficulties?

- 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 360 assessment, you will need to access the Healthcare Leadership Model Appraisal Hub via the following link:
- <https://profile.leadershipacademy.nhs.uk> The link will take you to the **home page** of the NHS Leadership Academy 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 Register



NHS Leadership Academy Profile

Home Register Login Contact Us

This is a NEW Service

Leadership Academy's Profile replaces Leadership Academy NHSX.uk website from the **17th Jan 2022**. If you would like to find out more about the new service please follow our [user guide](#).

Welcome to Academy Profile

If you already have an Academy Profile, please [login here](#).

[Login](#)

Alternatively, you can [register here](#) and create new Academy Profile to apply for our programme offer..

[Register](#)

→ Create an account using the **form** pictured below:

Account creation

First name

Last name

Email

Password

The password must contain at least one number and both uppercase and lowercase letters, we recommend using special characters as well

Confirm Password

What region do you live in?

Band

By proceeding with the account registration, you'll confirm that you've accepted our terms of [Data Privacy Policy](#) and agree for your data to be stored and processed in accordance with it.

If at any time you change your mind and want to withdraw your consent, or want any information we hold about you deleted, you can do this by emailing enquiries@leadershipacademy.nhs.uk

I confirm I have read and accept the Academy's [Data Privacy Policy](#) and above agreement

→ Once you click 'register' you will receive an **email** to the address you specified when you created an account, containing your **10-digit username**. Please see example screen shot below:

Example of email sent:



→ Once you have an account, you can now log in using your 10-digit user ID and the password you have just created.

Leadership
Academy Profile

Home Register Login Contact Us

This is a NEW Service

Leadership Academy's Profile replaces Leadership Academy NHSX.uk website from the **17th Jan 2022**.
If you would like to find out more about the new service please follow our [user guide](#).

Account created

Great news, you are almost there

To finish your registration process, please check your mailbox and confirm the email address so we know it's you.

You can [login](#) to access your profile, using your new account and password when you are ready.

Login

[< Back](#)

→ Please see example screen shot below:

The screenshot shows the NHS Leadership Academy Single Sign On page. At the top, there is a blue header with the NHS logo and the text "Leadership Academy Single Sign On". Below the header, the main heading is "Sign in to NHS Leadership Academy". A sub-heading reads: "If you do not have an NHS Leadership Academy account you may need to apply for one of [our programmes](#)." There are two input fields: "Academy ID" and "Password". Below these fields are two buttons: a green "Login" button and a grey "Reset Password" button.

→ Once you are logged in, click available Programmes:

The screenshot shows the NHS Leadership Academy Profile page after login. The top blue header contains the NHS logo, "Leadership Academy Profile", and "Logged in as: 1000228334". A navigation bar below the header has links for "Home", "Programmes", "Profile", "Logout", and "Contact Us". A yellow banner below the navigation bar reads: "This is a NEW Service" and "Leadership Academy's Profile replaces Leadership Academy NHSX.uk website from the 17th Jan 2022. If you would like to find out more about the new service please follow our [user guide](#)." The main content area has a heading "Welcome back Chloe" and a sub-heading "You are currently logged in as: Chloe Turnbull". Below this are three links, each with a green arrow icon: "View your Academy profile", "View available programmes" (which is highlighted with a red rounded rectangle), and "Logout here".

→ Then click complete missing and fill in the missing fields, please see example below:

[Home](#) [Programmes](#) [Profile](#) [Logout](#)

Programmes

Healthcare Leadership Model

A new digital tool for leadership learning.
The Healthcare Leadership Model programme provides access to a free self assessment tool, which helps you to assess your leadership behaviours and fully understand your leadership development helping you explore those behaviours using the dimensions of the Healthcare Leadership Model.

Programme Requirements:

- Your organisation name is required.
- The other organisation type is required.

 [Complete missing](#)

Dashboard

- [Personal details](#)
- [Email update](#)
- [Home address](#)
- [Employment details](#)
- [Demographics information](#)

Personal details

Primary email address chloe.turnbull@psionline.com [Change](#)

Alternative email address [Change](#)

First name

Last name

Band

Home address region

Organisation type

Other organisation type

Organisation

[Submit](#)

→ Once you have clicked on 'submit' click on the programmes button at the top of your screen, you should now see an 'access' button for the Healthcare Leadership model:

Leadership Academy Profile
Logged in as: 1000228334

Home
Programmes
Profile
Logout
Contact Us

Programmes

Healthcare Leadership Model

A new digital tool for leadership learning.
 The Healthcare Leadership Model programme provides access to a free self assessment tool, which helps you to assess your leadership behaviours and fully understand your leadership development helping you explore those behaviours using the dimensions of the Healthcare Leadership Model.

➔ Access

→ Log in one final time and you can now access the Healthcare Leadership model:



Sign in to NHS Leadership Academy

If you do not have an NHS Leadership Academy account you may need to apply for one of [our programmes](#).

Academy ID

Password

Click confirm details.

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**.

Organisation
JCA Global

Region
South West

LDP
South West

Pay Band
NA

Continue

- Once you have successfully gained access to the hub you will have the option to start a questionnaire for **yourself** or purchase **multiple** questionnaires for **others**:

Healthcare Leadership Model Appraisal Hub **NHS**
Leadership Academy

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

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

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 or continue a self/360 questionnaire for YOURSELF >

- Start a new self or 360 questionnaire
- Access your existing self questionnaire
- Access your existing 360 questionnaire to add your raters, choose a facilitator and request your report

Purchase or manage multiple 360 questionnaires for OTHERS >

- Purchase multiple 360 questionnaires for others to complete about themselves (create a batch)
- Purchase group reports to compare feedback for 3 or more people

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

Healthcare Leadership Model Appraisal Hub

Home Log out My account

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

NHS Leadership Academy

Your questionnaires

Here you can create and manage your questionnaires, and those which other people have asked you to take part in

You have not created any questionnaires yet.

Create a new questionnaire

Back to start

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

Create questionnaire

Please select the type of questionnaire you would like to start

Self Questionnaire
A free self assessment, you will be able to generate the report yourself upon completion.

360 Questionnaire
A 360 feedback questionnaire. This costs £40 + VAT and allows you to complete your self questionnaire and add raters to receive feedback from. Your 360 report will be available through an accredited feedback facilitator.

Cancel Create

→ 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 direct 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.

Once you have selected your answers, click **Save and go to the next dimension**.

Inspiring Shared Purpose



Question 1 of 9

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

You are rating yourself on the dimension of **Inspiring Shared Purpose**

Please read the descriptions below, then select one level that most accurately describes your behaviour.

Insufficient	Essential	Proficient	Strong	Exemplary
<p>I do not consistently meet the descriptors used in 'Essential'</p>	<p>Staying true to NHS principles and values</p> <p>Do I act as a role model for belief in and commitment to the service?</p> <p>Do I focus on how what I do contributes to and affects patient care or other service users?</p> <p>Do I enable colleagues to see the wider meaning in what they do?</p>	<p>Holding to principles and values under pressure</p> <p>Do I behave consistently and make sure that others do so even when we are under pressure?</p> <p>Do I inspire others in tough times by helping them to focus on the value of their contribution?</p> <p>Do I actively promote values of service in line with NHS principles?</p>	<p>Taking personal risks to stand up for the shared purpose</p> <p>Do I have the self-confidence to question the way things are done in my area of work?</p> <p>Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?</p> <p>Do I support my team or colleagues when they challenge the way things are done?</p>	<p>Making courageous challenges for the benefit of the service</p> <p>Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk?</p> <p>Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?</p>

How important is the dimension of **Inspiring Shared Purpose** to your job role?

Fairly Important	Important	Very Important	Vitally Important
-------------------------	------------------	-----------------------	--------------------------

Save and go to 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.

Next

Back

If you answered **Yes** to having **Direct Reports** you will now be asked a series of **Impact questions** about the team you lead.

Impact questions

Please answer the following questions about the team you lead. Page 1 of 6

- 1 The team feel they are working towards a common purpose

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree
- 2 The team creatively apply fresh approaches to improve current ways of working

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree
- 3 Team members willingly strive to achieve high levels of success for the team

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree
- 4 At times of controversial and complex change, the team feel reassured and inspired by good leadership

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree
- 5 Team members feel encouraged to build relationships, both within and outside of the team, to achieve organisational goals

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree
- 6 The team use different styles of communication, stories and symbols to discuss their work

Strongly disagree Disagree Somewhat disagree Somewhat agree Agree Strongly agree

Next

- 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.

A rectangular button with a dark red background and the word "Next" in white text.

- 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.

A rectangular button with a dark red background and the word "Next" in white text.

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

Questionnaires you have created recently

Date Created	Type	Finish Date	Status	Options
25/08/2016 08:55:16	Self ?	22/09/2016 08:55:16	Ready	View Convert to 360

- 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**.

Report submitted to process queue.

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.

Back to menu

→ 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

View your report

Back to menu

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 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>