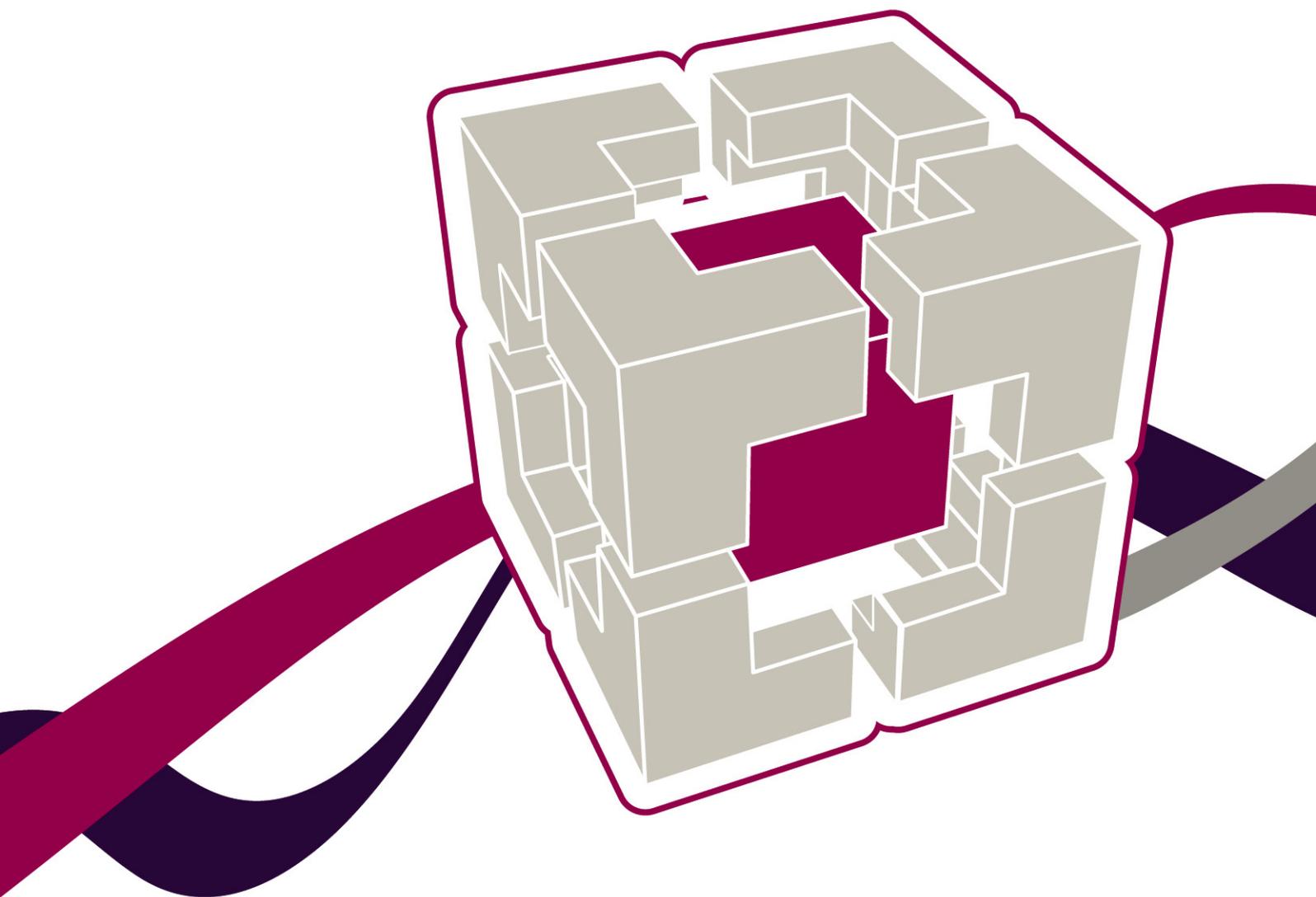


The Healthcare Leadership Model Appraisal Hub and 360° report

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 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. This 360° feedback report is used as the basis of discussion during the feedback session and gives the participant an indication of their current performance and behaviour and provides a platform from which a picture of the individual's strengths and development areas can be built. The information within the report is treated as confidential to the individual.

Your role as facilitator is to guide the participant through their 360° report(s) and provide support to the individual in creating a development plan based on their 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's 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. If you are not a registered facilitator, but are interested in training to become one, details of upcoming training courses can be found on the NHS Leadership Academy website:

www.leadershipacademy.nhs.uk/discover/leadershipmodel/model-tools-and-resources/model-360/model-feedback-facilitators

Who should I contact if I have any questions?

For any support questions and assistance, please contact the helpdesk on +44 (0)1242 282 979 or email: 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 four 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, you will need to create an account on the NHS Leadership Academy Gateway before accessing the Appraisal Hub. You can do this by following this link: www.leadershipacademy.nhs.uk/gateway/healthcare-leadership-model
2. When you have created an account, you will receive an email from the NHS Leadership Academy Gateway containing your username and password. Using these details, log back into the Gateway to complete your registration form in order to access the Healthcare Leadership Model Appraisal Hub.
3. Once you have completed your Gateway registration, you will be able to access the Appraisal Hub directly or by following this link:
<https://modelappraisalhub.leadershipacademy.nhs.uk/Account/Login>.
Please log into the 360 Appraisal Hub in order to activate your account.*
4. 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 with 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 clicking on 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

Using the Hub to complete your facilitator tasks

Notification of a 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.

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.

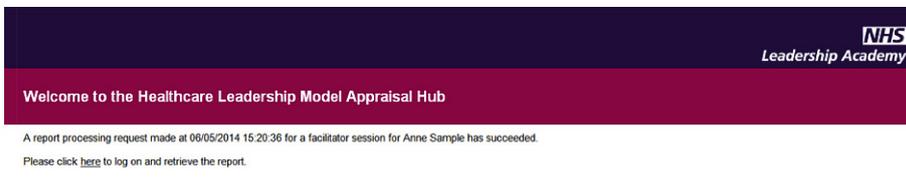
Once an individual has received the required number of completed ratings from their raters, they will be able to log on to the Hub and click on **Request My Report**.

Your report is ready for process. You can request your report from your chosen facilitator

Request My Report

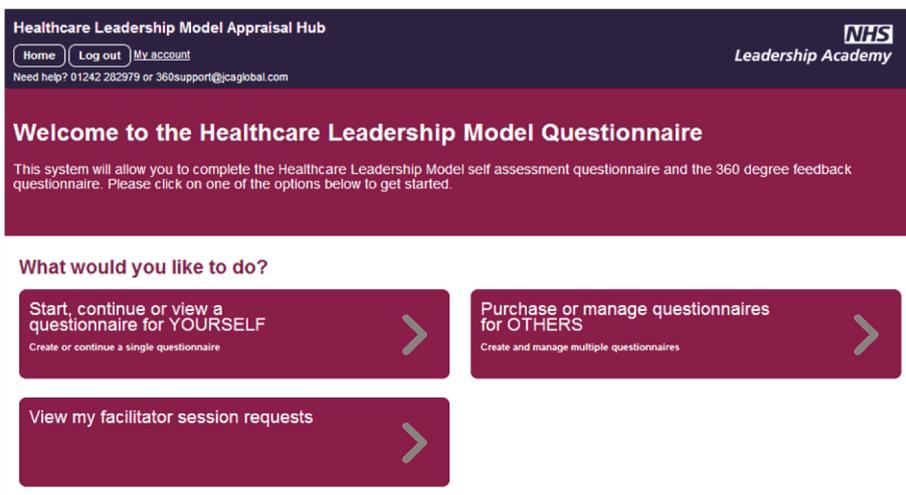
Back to menu

When the individual clicks **Request My Report** you will receive a system generated email informing you that the individual has requested a 360° report from you and that the report is in the processing queue. When the report is fully processed and ready for review you will receive a second email notifying you when the report is ready to download. This email will typically follow within a few minutes.



Viewing the home screen

Once you have successfully logged in to the Hub, you will immediately be taken to your home screen. As an accredited feedback facilitator you will be presented with three options. 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 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.

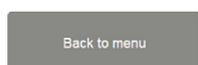
Welcome to your facilitator page

Here you can manage your requests for 360 degree feedback sessions and download completed 360 degree reports. In order to facilitate a session, please download the completed 360 degree report. This will be the first opportunity the individual has to read their report. Please do not mark a session as complete until you have held the facilitated conversation with the individual. Once you have marked a session as complete, it will disappear from your list below.

Name	Email	Telephone	Requested	Completed	Status	Action
Anne Sample	aljobrad@hotmail.com	N/A	01/05/2014 11:48:52		Being processed	

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.



You will see that the **Status** column shows either 'Being Processed' or 'Ready'. 'Being Processed' informs you that the report is in the processing queue and will shortly be available for review. When the participant's 360° report is available, the **Status** column will change to 'Ready' and buttons will appear in the **Action** column.

Welcome to your facilitator page

Here you can manage your requests for 360 degree feedback sessions and download completed 360 degree reports. In order to facilitate a session, please download the completed 360 degree report. This will be the first opportunity the individual has to read their report. Please do not mark a session as complete until you have held the facilitated conversation with the individual. Once you have marked a session as complete, it will disappear from your list below.

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

Accessing the participant's 360° report

When an individual's 360° report is available, you will be able to download it directly in PDF format from the Appraisal Hub on the 'Your facilitator page' by clicking the **Download** button.

The participant 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.

Welcome to your facilitator page

Here you can manage your requests for 360 degree feedback sessions and download completed 360 degree reports. In order to facilitate a session, please download the completed 360 degree report. This will be the first opportunity the individual has to read their report. Please do not mark a session as complete until you have held the facilitated conversation with the individual. Once you have marked a session as complete, it will disappear from your list below.

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

Report confidentiality

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

Completing a session

Once you have completed a feedback session with a participant, please ensure you have shared a copy of the report with the participant before you mark it as complete. 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 the number of sessions you have completed will increase by one.

It is important to remember that **you will not have access to the participant report once you have marked it as complete** and it has been removed from your list. Should an individual require a copy of their report after this point, the participant should contact the helpdesk.

Successfully marked as completed
x

Welcome to your facilitator page

Here you can manage your requests for 360 degree feedback sessions and download completed 360 degree reports. In order to facilitate a session, please download the completed 360 degree report. This will be the first opportunity the individual has to read their report. Please do not mark a session as complete until you have held the facilitated conversation with the individual. Once you have marked a session as complete, it will disappear from your list below.

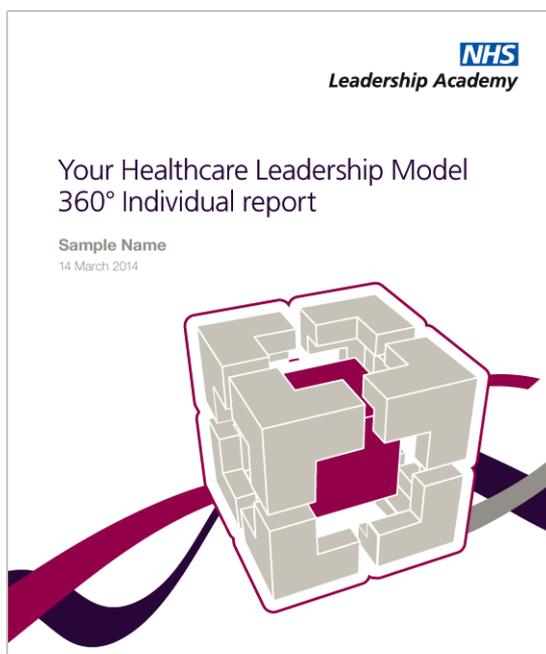
Name	Email	Telephone	Requested	Completed	Status	Action
You have no incomplete facilitation requests						

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

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.

Understanding 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



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:

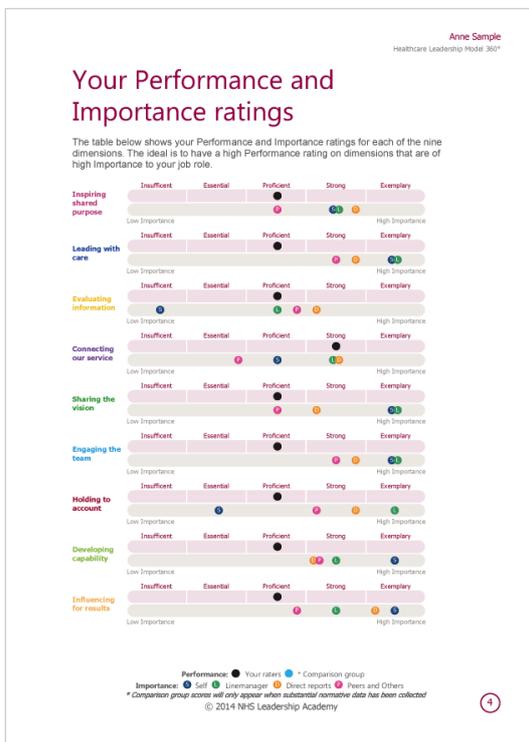
- All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Work behaviours can be developed. Use the feedback to clarify your current strengths and areas for future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



This section of the report describes:

- How others have assessed the participant’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 role.

How the ratings are calculated

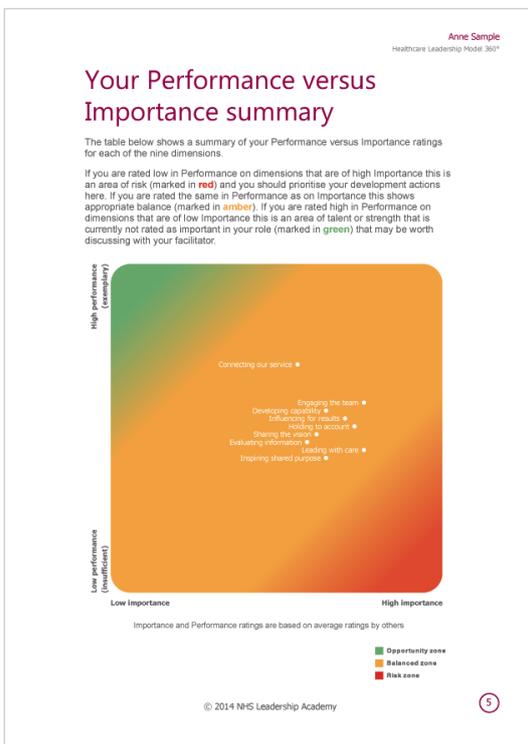
Performance ratings

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.

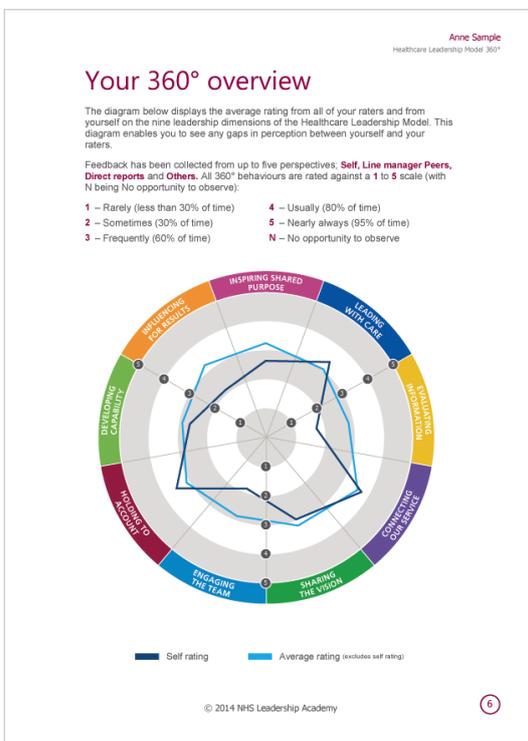
Your Performance versus Importance summary



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 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).

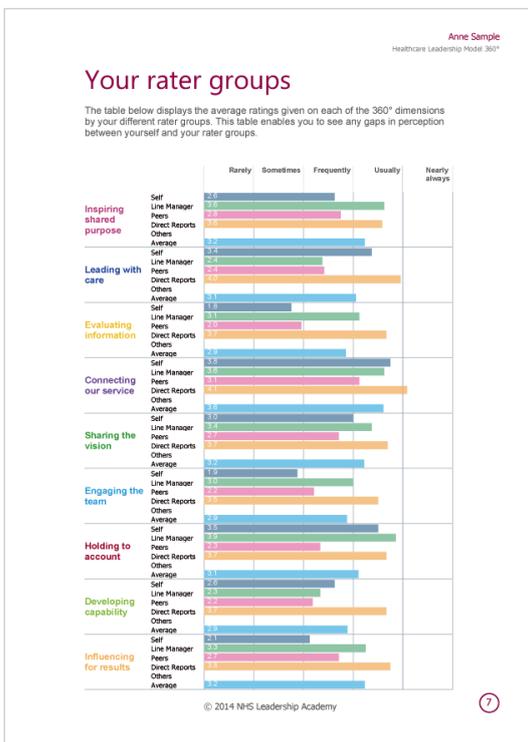
Your 360° overview



In this section of the report:

- The participant 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 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 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.

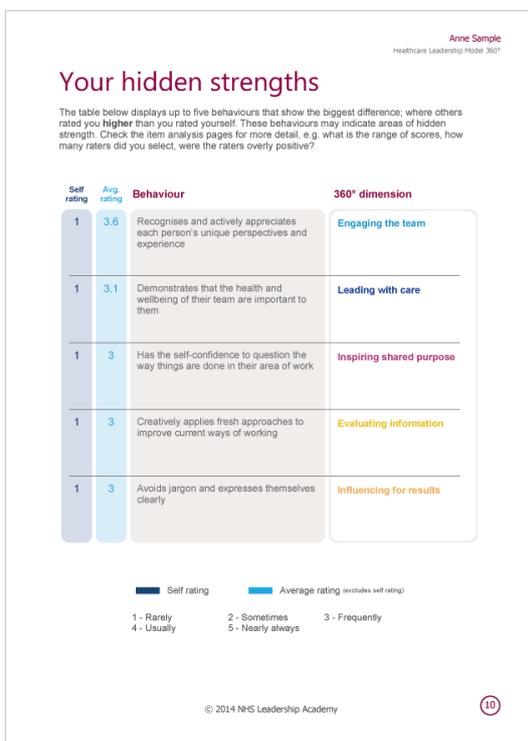
Your lowest scoring items



This section of the report:

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

Your hidden strengths



This section of the report:

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

Your blind spots

Anne Sample
Healthcare Leadership Model 360*

Your blind spots

The table below displays up to five behaviours that show the biggest difference, where others rated you lower than you rated yourself. These behaviours may indicate your blind spots, possibly weaknesses that others see more frequently than you do. Check the item analysis pages for more detail, e.g. what is the range of scores, how many raters did you select?

Self rating	Avg. rating	Behaviour	360° dimension
5	2.5	Takes positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams	Leading with care
5	3.1	Shares responsibility for colleagues' emotional wellbeing even when they may be junior to those colleagues	Leading with care
4	2.4	Takes the initiative and responsibility to put things right outside their remit if they see others fearing to act	Inspiring shared purpose
5	3.4	Acts flexibly to overcome obstacles	Connecting our service
5	3.6	Specifies and prioritises what is expected of individuals and the team	Holding to account

■ Self rating ■ Average rating (excludes self rating)

1 - Rarely 2 - Sometimes 3 - Frequently
 4 - Usually 5 - Nearly always

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This section of the report:

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

Your 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	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Behaves consistently 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 their 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 fearing 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 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. If there are fewer than three peers or direct reports in total, they will not appear in this section of the report at all (although their ratings will be included in average ratings in other sections of the report). If there is a combined total of three direct reports or peers, they get combined and moved into the Others group. When this has happened, asterisks will appear next to the Peers and Direct reports headings on the page.

Your rater comments

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.

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.

Anne Sample
Healthcare Leadership Model 360°

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 Sample
Healthcare Leadership Model 360°

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.

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

they can be too dominant they are too self focussed

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

Anne Sample
Healthcare Leadership Model 360°

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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Help and support

If you'd like further help and support with your 360° questionnaire, 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/#self/360>.

Useful resources

All support and resources, including user guides, templates and workbooks, can be found on the Appraisal 360° support website: <http://modelsupport360.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.

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