

360 Leadership Capability Feedback Tool Guidance Document



Contents

1. Introduction.....	2
2. Using the Leadership Capability Feedback Tool - Health and Social Care Professionals.....	3
Overview	3
Before you start	4
Step 1: Self-Assessment	4
Step 2: Inviting Feedback	5
Step 3: Your Feedback Report.....	6
3. Using the Leadership Capability Feedback Tool - Reviewers	9
Overview	9
Step 1: Completing an Assessment.....	9
Step 2: Adding Comments.....	10

1. Introduction

The Leadership Capability Feedback Tool is an online, user friendly system designed to help health and social care professionals reflect on their leadership capabilities, and identify strengths and areas for development.

The process involves individual health and social care professionals evaluating their perception of their leadership behaviours in the workplace. These professionals also invite feedback from other people (reviewers) on their leadership performance and behaviour.

A health and social care professional can invite anybody who is credible to them and is familiar with their work. e.g. colleagues, people who use their service or people they supervise or manage.

Each reviewer can provide a different perspective on an individual's skills, attributes and other job relevant characteristics. This combined feedback helps to build a richer, more complete and accurate picture than could be obtained from any single source. As a result, individuals gain a better understanding of their skills and development areas based on self-perception, how others view their leadership behaviours and how these compare.

This feedback, aligned with personal and professional goals, can create a road map for learning and self-development.

2. Using the Leadership Capability Feedback Tool - Health and Social Care Professionals

Overview

Knowing yourself, your strengths, and your development needs form the foundation for effective leadership. Completing this process will give you a sense of where best to focus your energy to improve your competence, capability and impact as a manager and leader.

Used with the support of a supervisor or mentor, the Leadership Capability Feedback Tool will assist you to:

- Increase your understanding of the behaviours of an effective leader within health and social care in Scotland.
- Reflect on your personal perceptions about your leadership skills, behaviours and attributes.
- Interpret feedback from colleagues and people who use your service.
- Identify your leadership strengths and focus on areas for improvement.
- Align your view of your performance with that of others.
- Improve informal communication and feedback from others.

You can use the results of the feedback process to help you decide which areas of your own leadership you would like to prioritise for development through 'Leadership for Integration'.

The Leadership Capability Feedback Tool involves three main steps:

Step 1: Completing a self-assessment questionnaire that asks you to consider and assess your own leadership capability.

Step 2: Inviting feedback from at least four people of your choice with whom you have personally worked in the delivery of health and social care services e.g. colleagues, managers, partners, people you supervise and those who have used your service.

Step 3: Generating a report which brings together the results of your self-assessment with the feedback you have invited from others.

The questions used in the self-assessment, reviewer feedback and final report are based on the six Leadership Capabilities from 'Leadership for Integration'. Find out more about the Leadership Capabilities on the 'Leadership for Integration' webpage.

Before you start

Receiving feedback from colleagues and people who use your service can sometimes be challenging, especially if the results are not what you expect.

The Leadership Capability Feedback Tool should be undertaken in a supportive environment and we recommend that you ask for support from your supervisor or mentor. Your supervisor or mentor may provide support with:

- Considering who to invite to give feedback.
- Reflecting on your results.
- Identifying priority areas for development.

Step 1: Self-Assessment

The first thing you need to do is a self-assessment against the 6 Leadership Capabilities: vision, self leadership, motivating and inspiring, empowering, collaborating and influencing, and creativity and innovation.

Each capability has a number of 'capability statements'. Every statement is a leadership capability indicator for health and social services in Scotland and includes a combination of skills, attributes and other relevant characteristics.

You should consider each capability statement and, taking a balanced view, decide to what extent you demonstrate the characteristics of each using the following scale –

- Consistently
- Often
- Sometimes
- Rarely

You need to assess yourself against all the statements in each of the 6 capabilities in order to generate your report. You can change your ratings up to the point that you generate your feedback report.

Tips

- **Complete the assessment fairly quickly.** Consider each statement fully without dwelling on each too much, as your initial response is normally the right one. This will give you a snap shot of your current leadership capability across the 6 areas of the Leadership Capability Framework.
- **You do not need to complete all the 6 capability sections in one sitting.** You can complete one or more capabilities at a time and return to the Feedback Tool at a later date to complete the assessment. However, try to complete your self-assessment over a short space of time - aim for no longer than 1 week.

- **Be balanced.** Base your response on examples of behaviour over the 12 months preceding completion of the self-assessment.
- **Be honest with yourself.** There is an opportunity to comment against each of the overarching capabilities within the Leadership Capability Feedback Tool. Comments at this stage often prove useful to clarify your thinking when you receive your personal 360 feedback report.

Step 2: Inviting Feedback

Identifying the most appropriate people to rate your performance is a key part of the process and you are in the strongest position to identify who is best to provide reliable ratings and meaningful feedback.

You should make your selection in agreement with your manager and/or mentor to ensure that a balanced sample of feedback providers is selected, and that you haven't overlooked any important sources. The people you invite could be from any, but not necessarily all, of the following categories, depending on your role.



You need to invite at least **4** respondents to give feedback, and they must come from a minimum of **2** of these categories.

If you have fewer than this, there is the danger that one person's view will have a major impact on the overall results. Also, anonymity is a key consideration – you should ensure you have enough people so that individual feedback providers are not identifiable from their ratings and comments.

You do not have to invite a manager to carry out a review although it is recommended that you do. If you select to invite feedback from a manager, you only need to have 1 assessment completed by a manager.

For all other categories, you must have an assessment completed by at least **3** people from the selected category otherwise feedback from this category will not be included in your report.

You'll need the email address of everyone you would like to invite to give feedback. You need to enter their email address into the Tool and the category that they belong to. The Leadership Capability Tool will then send them an email inviting them to complete an assessment of you against the 6 Leadership Capabilities. The respondent does not need a password to enter the Feedback Capability Tool. The Tool will provide them with a direct link to the assessment within their invite email.

Tips

- **Choose carefully.** Choose people who have had the opportunity to observe you sufficiently to have a realistic idea of how you behave.
- **Encourage honest feedback.** Choose people you trust to give honest feedback.
- **Choose from different contexts.** You will get a more rounded and complete view if you ask people to provide feedback from those who see you in number of different contexts.
- **Log in regularly.** Be sure to log into the Feedback Tool on a regular basis to check on the progress of your reviewer assessments.
- **Send reminders.** You can send gentle email reminders to your reviewers from within the Feedback Tool to encourage them to complete the assessment in a timely fashion.

Step 3: Your Feedback Report

When you have completed your self-assessment, and the requisite number of respondents have completed the process (minimum of 4 respondents from 2 different categories), you will be able to generate your Leadership Capability Feedback Report.

When you create your report you will not be able to change your self-assessment ratings and your overall assessment is archived.

A number of steps have been taken to ensure confidentiality. Scores and answers are only identified by reviewer categories, e.g. "peers" or "people who use services" and the report does not attribute anything to individual reviewers. The only exception to this rule is the line manager's response.

The report shows how you have assessed yourself against the six Leadership Capabilities, and combines this with the feedback you asked for from others.

The assessment ratings for each Leadership Capability statement are also analysed with each Leadership Capability summarised into four stages of progression.

Understanding your results

If you get...	Then...
Between 1 and 2	You're already able to evidence some indicators at an 'emerging leadership' level. We suggest that you start with the capabilities listed as your 'areas for development', and consolidate your skills at the 'emerging leadership' level.
Between 2 and 3	You're able to evidence some indicators at an 'emerging' leadership level, and some at an 'established' level. We suggest that you start with the capabilities listed as your 'areas for development', and consolidate your skills at the 'emerging leadership' level, before moving on to the 'established leadership' level.
Between 3 and 4	You're able to evidence some indicators at an 'established leadership' stage and some at an 'accomplished' level. We suggest that you start with the capabilities listed as your 'areas for development', and consolidate your skills at the 'established' level before moving on to the 'accomplished' level.
4	Well done! Your results suggest you are showing accomplished leadership! Use 'Leadership for Integration' to help further develop your leadership, and to support the development of others.

Tip

- Reflect on your results and consider your next steps through an action plan. Having a specific, measurable and obtainable action plan is important for change. The trick is to make sure that you take the time to set clear, specific development goals and follow through.

3. Using the Leadership Capability Feedback Tool - Reviewers

Overview

You have been asked to provide feedback to a person who you have experience of working with. You will receive an automated email containing a link to the online assessment. The link is securely coded so that only you can access the questionnaire.

The Leadership Capability Feedback Tool invites you to provide feedback in two ways:

1. Rating the recipient using the Leadership Capability statements.
2. Providing supporting comments and feedback.

A number of steps have been taken to ensure confidentiality. Scores and answers are only identified by respondent category, e.g. "peer" or "people who use services" and the report does not attribute anything to individual reviewers.

It should take about 20 minutes to complete the assessment.

Step 1: Completing an Assessment

The tool includes 6 short sections relating to the 6 capabilities in the Leadership Capability Framework (vision, self leadership, motivating and inspiring, empowering, collaborating and influencing, and creativity and innovation).

Every capability has a number of 'capability statements' each of which is a leadership indicator for health and social services in Scotland and includes a combination of skills, attributes and other relevant characteristics.

You should consider each complete capability statement and, taking a balanced view of the health and social care professional's capability based on your personal experience, decide to what extent the individual demonstrates the skills and attributes using the following scale:

- Consistently
- Often
- Sometimes
- Rarely
- Not observed

If you do not have experience or knowledge of the person in relation to certain leadership capabilities, or that you feel unable to answer particular questions - that's fine, simply select 'Not observed' as your answer.

The statements refer to 'I' which relates to the person who has invited feedback from you.

You need to assess the recipient against all the statements in each of the 6 capabilities before you can submit your assessment. You can change your ratings up to the point that you send your feedback.

Tips

- **Complete the assessment fairly quickly.** Consider each statement fully without dwelling on each too much, as your initial response is normally the right one. This will give the individual a snap shot of his/her current leadership capability across the 6 areas of the Leadership Capability Framework.
- **You do not need to complete all the 6 capability sections in one sitting.** You can complete one or more capabilities at a time and return to the Feedback Tool at a later date to complete the assessment by following the link in the email. However, try to complete the assessment over a short space of time - aim for no longer than 1 week.
- **Be balanced.** Base your response on examples of the individual's behaviour over the 12 months preceding completion of the assessment.

Step 2: Adding Comments

There is an opportunity to comment against each of the overarching capabilities within the Leadership Capability Feedback Tool. Comments at this stage often prove useful to clarify meaning to the health and social care professional when s/he receives their personal 360 feedback report.

Tips

- **Be candid and constructive.** Constructive feedback is honest, information-specific, issue-focused, and based on observations.
- **Be direct when delivering your message.** Both negative and positive feedback is valuable and should be given in a straightforward manner.
- **Give negative feedback in a helpful way.** The purpose of negative feedback is to create awareness that can lead to correction or improvement. You should be open and honest whilst remaining sensitive to how the message will be received.
- **State observations, not interpretations.** Observations are what you see occur; they are factual and non-judgmental. Focus on the behaviour and not the person and give thought to how you phrase your comments.
- **Offer a balanced view.** Avoid giving feedback that relates just to the last time you had any dealings with the person or to one-off incidents as it may

be very biased, particularly if it relates to an especially good or bad interaction.

- **Make feedback relevant.** Think more generally and over the past 6-12 months when making your assessment. However, don't give feedback that relates to longer than 12 months ago - it's likely to be out of date.
- **Submit feedback.** Don't forget to submit your feedback once you have completed an assessment and entered any comments against each of the 6 capabilities. If you don't, you may receive a gentle email reminder from the person who asked for your feedback encouraging you to submit in a timely fashion!