

Comparing the Leadership Framework 360° Feedback Tool and Psychometric Instruments

Leadership Framework 360° Feedback Tool



Psychometric Instruments

Psychometric instruments are broadly categorised into two categories – tests of ‘maximum performance’ (i.e. ability tests) and measure of ‘typical performance’ (i.e. personality questionnaires and inventories). Tests of maximum performance assess an individual’s ability, aptitude or level of attainment in a particular skill. Tests of typical performance are designed to assess disposition such as personality, beliefs, interests, values and motivation.

Personality instruments perhaps more closely link to the Leadership Framework because the model of personality that is most widely used in occupational assessment is the Trait/Factor model. Here, individual personality is assumed to comprise a number of relatively stable traits. Measures developed from this model assess the extent to which a certain characteristic exists in an individual. An illustration of this trait/factor approach is the well known Five Factor Model of personality which measures the following factors:

- Openness to Experience
- Conscientiousness
- Extroversion
- Agreeableness
- Neuroticism

Factors or traits measured by personality measures or data from intelligence tests can be mapped to different competency frameworks. In this way psychometric instrument data should be used to compliment the Leadership Framework in a range of interventions including selection, development planning and coaching.

Designed for All staff in health and care irrespective of discipline, role or function. It represents the foundation of leadership behaviour throughout the NHS. It offers a common and consistent approach to professional and leadership development, based on shared values and beliefs which are consistent with the principles and values of the NHS Constitution.

Psychometric instruments apply to all levels of staff. Each test publisher provides information on which groups the test is appropriate for and for what purposes the test can best be used.

Description

The Leadership Framework is based on the concept that leadership is not restricted to people who hold designated leadership roles and where there is a shared responsibility for the success of the organisation, services or care being delivered. The Leadership Framework has **five core domains** (Demonstrating Personal Qualities, Working with Others, Managing Services, Improving Services, and Setting Direction) and **two additional domains** (Creating the Vision and Delivering the Strategy) that relate to people who hold designated senior positional roles, and are required to act as leaders in formal hierarchical positions.

Within each of the **seven domains** there are four categories called **elements** and each of these elements is further divided into four descriptors. **Descriptors** are the statements that describe the leadership behaviours, knowledge, skills or attitudes expected for each element.

The application and opportunity to demonstrate leadership will differ, and the context in which competence can be achieved will become more complex and demanding with career progression. The leadership context is outlined in four **stages** and a suite of contextual **indicators** illustrate the type of activity staff could be demonstrating at each element and stage.

The LF 360° feedback questionnaire provides information on an individual from a number of sources and may be referred to as 'multi-rater feedback,' 'multisource feedback' or 'multisource assessment.' The LF 360° feedback instrument is used to gather ratings and data specifically on the Leadership Framework. Feedback is provided by direct reports, peers, line-manager and others (e.g. customers if appropriate) on an individual participant. The participant completes a self-assessment of their own performance against the LF. The LF 360° feedback questionnaire consists of a number of statements rated on a five point evaluative rating scale and includes the opportunity for each of the rater groups to add free text comments on their perceptions of the participant. A report is generated on the participant providing useful data on how they are perceived by others. Apart from Line Manager's feedback all other data provided is non attributable. The LF 360° report is fed back to individuals by an accredited LF Feedback Facilitator.

The results of the 360° feedback are typically used by the participant in a purely developmental setting where the perspectives of multiple people are deemed to be particularly valuable. The LF 360° rating scale is used to obtain perceptions from others as to how competently an individual displays leadership behaviours.

Unlike 360° feedback instruments, psychometric instruments provide information on an individual from only one source – the individual themselves. Response forms, rating scales and the length of the questionnaire will vary by test publisher. Psychometric tests need to adhere to rigorous design principles to make sure they are fair, ethical as well as valid and reliable for selection purposes. Report formats can vary considerably but free text comments are not usually included. Psychometric instruments can be used both for selection and development purposes. More information on the similarities and differences between 360° feedback instruments and psychometric instruments is provided in the table below:

LF 360° feedback	Psychometric instruments
Multi-rater instrument	Single rater instrument
Linked closely to LF competences	Linked to various generic factors and traits
Report includes free text comments	Report usually excludes free text comments
Less rigorous design principles required	Rigorous design principles focusing on reliability and validity data
Option to include norm groups (when developed)	Option to include norm groups
Used for development purposes only	Used for selection and development purposes

Applications	<p>Applications include:</p> <ul style="list-style-type: none"> ▪ Raising awareness that effective leadership is needed across the whole organisation ▪ Underpinning a talent management strategy ▪ As part of an existing leadership development programme ▪ As part of strategic organisational development programme ▪ Informing the design and commissioning of training and development programmes ▪ Developing individual leadership skills ▪ As part of team development ▪ Enhancing existing appraisal systems ▪ Informing an organisation's recruitment and retention process 	<p>Applications include:</p> <ul style="list-style-type: none"> ▪ Recruitment and selection of new staff ▪ Identification of staff with the potential to be promoted ▪ Counselling staff who are underperforming ▪ Coaching session to maximise staff performance ▪ Putting teams together and enhancing team functioning ▪ Establishing career interests and future career direction ▪ Insight into emotional intelligence and development issues ▪ Any decisions about people individually or people in groups
Diagnostic Tools	<p>LF 360 Degree Feedback Tool: www.leadershipacademy.nhs.uk/lf-360</p> <p>Self assessment tools: www.leadershipacademy.nhs.uk/self-assessment-tools</p>	<p>Psychometric instruments are available through various psychometric test publishers. Visit individual test publishers' websites for further information.</p>
More information	<p>www.leadershipacademy.nhs.uk/lf</p>	<p>www.psychtesting.org.uk www.bps.org.uk</p>