

The Leadership Framework and 360° Feedback

Introduction

360° feedback involves the systematic collection of performance data on an individual (the participant), gathered from a variety of useful sources (the raters) in a confidential manner. Raters can include the participant's line manager, peers, direct reports and customers or other stakeholders if appropriate. The information gathered from a 360° feedback process increases an individual's self-awareness and helps them gain a better understanding of the behaviours required to be successful in their role. It provides an individual with the opportunity to compare how others view their performance with their own view, which can act as a strong driver for development and behavioural change. 360° feedback supports individual, team and organisational development.

Use of the LF in 360° Feedback

The new Leadership Framework 360° feedback process is based exclusively on the behaviours expected of existing and aspiring leaders within the NHS. A series of carefully designed questions allow information to be gathered on the performance of an individual around all seven domains within the framework. A five point rating scale is used to obtain perceptions from others as to how competently an individual displays leadership behaviours. The questionnaire also provides space for qualitative comments to be made by raters on each of the leadership domains, thus providing a full descriptive picture of the individual's performance. The process takes approximately 6 weeks to complete.

Once the numbers of participants undertaking the new LF 360° process have grown, the intention is to produce normative data to allow individuals to benchmark their performance against other leaders within the NHS.

The 360° feedback process enables individuals to determine which of the Leadership Framework behaviours they are exhibiting, and which of the behaviours they may need to strengthen further. With one-to-one feedback and appropriate support an individual is provided with the opportunity to reflect on their performance on the leadership domains and draw up a personal development plan targeting their own specific development needs.

Note: the LF 360 tool is a development tool and should not be used as a performance management tool. Research has shown that raters respond differently to 360's used for developmental purposes versus 360s that are used as part of someone's performance appraisal.

Individual & Organisational Benefits

The LF 360° Feedback process will have benefits for both the individual and for the organisation. For the individual there is the prospect of increased self-awareness. Often 'blindspots' in performance that the individual was not aware of may be uncovered and can form the basis of future development initiatives. An important element in the 360° process is encouraging the individual to take ownership and control over their own development. For the organisation there is the prospect of improved communication, a more open culture, improved team working and mutual understanding as well as improved leadership skills / capabilities.

LF 360° Feedback Interventions

The LF 360° feedback process can be initiated as a standalone intervention focused on the personal development of individuals and groups. The LF 360° process can also be incorporated into a number

of other organisational development interventions where it can help provide useful insights into performance against particular domains.

Organisational Development Initiatives – The LF 360° feedback process can provide input into diverse activities including change programmes and behavioural skills training initiatives. It might be used to help leaders identify how they adapt to changes in organisational structure, match themselves to newly constructed roles or adapt their behaviour to fit in with changes to an organisation's culture or new strategic initiatives. Read more on the LF and Organisational Development at www.leadershipacademy.nhs.uk/lf-organisational-toolkit.

Leadership Development – An individual LF 360° report provides useful data that can be used by individuals to draw up their own personal development plans (PDPs) targeting their development needs. The LF 360° might be incorporated into a variety of programmes such as management and leadership development programmes, executive development programmes or development centres. As part of such initiatives it provides information that enriches the individual's understanding of their own behaviour and helps to clarify their strengths and development needs. Read more on the LF and Leadership Development at www.leadershipacademy.nhs.uk/lf-organisational-toolkit.

Team Development – LF 360° feedback can be used to help teams strengthen and enhance their performance. One of the outputs of the LF 360° process is the ability to generate a composite report. A composite report provides grouped data for a specific team of individuals. The grouped data can be collated for teams, departments or various ad hoc groupings. The collation of data enables groups to identify common development themes as well as highlight strengths. Team development initiatives and development plans can be constructed around the common themes. Read more on the LF and Team Development at www.leadershipacademy.nhs.uk/lf-organisational-toolkit.

Coaching – The LF 360° can be a useful tool to use within a coaching session. Feedback from the LF 360° questionnaire provides a starting point for discussing where the coaching should be focused. It presents quantifiable data for discussion and debate around the leadership qualities. It may be helpful to repeat the 360° feedback process approximately 18 - 24 months after the coaching assignment is complete, in order to establish the effectiveness of the coaching intervention. Read more on the LF and Coaching at www.leadershipacademy.nhs.uk/lf-organisational-toolkit.

FAQ

Who should I select as my raters in the LF 360° process?

Selecting people you believe can make the most accurate judgements about you is an important part of the process. You should choose around 12 people you consider will be able to comment honestly about you and whose views you respect.

To make the most of your 360° feedback, it's important to choose a mix of respondents. Try to ensure you select some raters with whom working is easy, and some with whom working is more of a challenge.

Appropriate raters are:

- Self
- Line manager(s) - those to whom you report
- Colleagues/Peers - people who are outside your line management chain
- Direct Reports - those who report to you (directly or indirectly)
- Others (optional) - see advice below

It is likely that some staff will not have any direct reports. You should use the 'others' category for raters who are not peers or direct reports but who still work closely with you. These raters might be more junior staff, staff from other departments or other organisations (social services, L.A. etc).

To protect the anonymity of the raters, it is essential that you select more than 3 raters in each of the following categories - Peers, Direct Reports and Others. If less than 3 raters respond in any of those

categories, their data cannot be reported and responses may be combined with another category to ensure raters' anonymity is maintained. Owing to the possibility of raters failing to respond, we recommend that, if practical, you choose at least 4 or 5 in each of these categories.

If I have multiple roles, who should I select as my 360° raters?

You will need to decide whether you wish to obtain feedback from raters who you interact with in a particular role, or whether you wish to obtain feedback from people you work closely with across all your roles. You can populate the rater categories as you wish - so for example, you may choose to use the 'Peer' category for those raters who you closely interact with in one of your positions. The 'Other' category could be used for raters who you interact with in a different role.

Does the LF 360° enable me to select the Leadership Domains I wish to obtain feedback on?

The LF 360° questionnaire covers all domains within the Leadership Framework. It is not possible to customise the LF 360° questionnaire and receive feedback on only some of the domains. Obtaining feedback on all seven domains has the advantage of enabling individuals to gain a holistic perspective on their performance. Using the full framework helps uncover areas for development which may have been overlooked if only some of the qualities had been selected.

How do I organise feedback on my LF 360° report?

During the registration process, you will be asked to select a Feedback Facilitator. You must identify your Feedback Facilitator PRIOR to beginning your 360° feedback set-up. A database of newly accredited LF Feedback Facilitators is available, and you MUST ensure that you talk to your facilitator to confirm that he/she is willing and able to provide you with your feedback before you complete the online registration process. Please visit <http://www.leadershipacademy.nhs.uk/lf-360> for more information.