

**Frontline Worker Leadership
Capability 360 Feedback Tool
Guidance Document**

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1. Introduction

The Frontline Worker Leadership Capability Feedback Tool is an online, user friendly resource. It is designed to help frontline workers in social services, and other public services such as health, reflect on their leadership capability and identify strengths and areas for development.

The 360 feedback process allows individuals to evaluate their leadership behaviour in the workplace and then invite feedback from other people they work with.

Each person providing feedback can provide a different perspective on an individual's leadership capability. Combined feedback helps to build a richer, more complete and more 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, on how others view their leadership behaviours, and on how these compare.

This feedback, aligned with personal and professional goals, can contribute to a worker's learning and self-development plan.

2. Using the Frontline Worker Leadership Capability Feedback Tool – Frontline Workers

Overview

Knowing yourself, your strengths and your development needs forms 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 worker.

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

- increase your understanding of effective leadership behaviour in your workplace
- reflect on your personal perceptions of 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 development
- align your view of your leadership 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 using [Step into Leadership](#) and other learning resources.

The Leadership Capability Feedback Tool involves three main steps.

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

Step 2: Inviting feedback from at least two people, one of whom is a manager. The others are your choice, for example colleagues, people who use your service, carers or other professionals who have worked with you.

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 throughout the tool are based on the six leadership capabilities from Step into Leadership. Find out more about these leadership capabilities on the Step into Leadership website.

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 your strengths and priority areas for development.

Step 1: Self-assessment

The first thing you need to do is a self-assessment against the six leadership capabilities which are vision, self-leadership, motivating and inspiring, empowering, collaborating and influencing, and creativity and innovation.

Each capability has a number of capability statements. Each statement is an indicator of leadership capability used to deliver your service and describes a combination of skills, attributes and other relevant characteristics related to that aspect of leadership.

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 must assess yourself against all the statements in each of the six capabilities in order to generate your report. You can change your ratings at any time up to the point that you generate your feedback report.

Tips

- Complete the assessment fairly quickly.** Consider each statement fully without dwelling on it too much as your initial response is normally the right one. This will give you a snapshot of your current leadership capability.
- You do not need to complete all six 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 one week.
- Be balanced.** Base your response on examples of behaviour over the 12 months up to completion of the self-assessment.
- Be honest with yourself.** There is an opportunity to comment on each of the capabilities within the Frontline Worker Leadership Capability Feedback Tool. Comments at this stage often prove useful in clarifying your thinking when you receive your 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 people is selected, and that you haven't overlooked any important sources. You must invite at least **two** respondents to give feedback. One of the people must be your manager. The people you invite could be from any of the following categories, depending on your role:



Please be aware that feedback provided may not be anonymous. Since you choose the people providing feedback, then you will most likely be able to tell who provided it.

You'll need the email addresses of the people you would like to invite to give feedback. It is best to get their agreement before you enter their details and let them know what the process will involve. Enter their email address into the tool and the category to which they belong. The Leadership Capability Tool will then send each of them an email inviting them to complete feedback on how well you demonstrate the six leadership capabilities. The respondent does not need a password to use the feedback tool. The email will provide them with a direct link to the assessment.

Tips

- Choose respondents carefully.** Choose people who have had the opportunity to observe you sufficiently and are able to comment constructively on how you

behave.

- Encourage honest feedback.** Choose people you trust to give honest feedback.
- Choose from a different context.** You will get a more rounded and complete view if you ask for feedback from people who see you in a different context to your own.
- Log in regularly.** Be sure to log into the tool on a regular basis to check on the progress of your feedback.
- Send reminders.** You can send gentle email reminders to the respondents 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 required number of respondents have completed the process, you will be able to generate your Leadership Capability Feedback Report.

Once you create your report, you are not able to change your self-assessment ratings and your overall assessment is archived.

The report shows how you have assessed yourself against the six leadership capabilities, and combines this with the feedback you got from others.

The feedback ratings for each leadership capability statement are analysed and the report highlights whether you are demonstrating each capability at an emerging, established or accomplished level.

Understanding your results

If you get...	Then...
Between 1 and 2	You're showing evidence of 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 showing evidence of some indicators at an emerging leadership level, and some of those 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 showing evidence of 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.

Tip

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

3. Using the Frontline Worker Leadership Capability Feedback Tool – Respondents

Overview

If you are asked to provide feedback for a person who you have experience of working with, you will receive an automated email containing a link to the relevant page of the feedback tool. The link is securely coded so that only you can access the questionnaire.

The Frontline Worker Leadership Capability Feedback Tool invites you to provide feedback in two ways.

1. Rating the person's leadership capability using the leadership capability statements.
2. Providing supporting comments and feedback.

Please note that feedback should be given in an open and honest environment to help the person who asked for feedback to improve. The feedback is summarised per capability. Feedback may not be anonymous.

It should take about 20 minutes for you to complete the feedback.

Step 1: Completing the feedback

The tool includes six short sections relating to six leadership capabilities (vision, self-leadership, motivating and inspiring, empowering, collaborating and influencing, and creativity and innovation).

Each capability has a number of capability statements. Each statement is an indicator of leadership capability used to deliver that person's service and describes a combination of skills, attributes and other relevant characteristics related to that aspect of leadership.

You should consider each capability statement and, taking a balanced view of the person'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 feel unable to answer particular questions, that's fine. Simply select 'Not observed' as your answer.

Note that the statements refer to 'I'. This 'I' refers to the person who has invited feedback from you.

You must feed back to the recipient against all the statements in each of the six

capabilities before you can submit your assessment. You can change your ratings at any time up to the point that you send your feedback.

Tips

- Complete the feedback 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 or her current leadership capability.
- You do not need to complete all six capability sections in one sitting.** You can complete one or more capabilities at a time and return to the 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 one week.
- Be balanced.** Base your response on examples of the individual's behaviour over the 12 months up to completion of the feedback.

Step 2: Adding comments

There is an opportunity to comment against each of the capabilities within the Leadership Capability Feedback Tool. Comments at this stage often prove useful in clarifying meaning when the individual receives their personal feedback report.

Submit your completed feedback as instructed.

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 learning and development. Be open and honest while 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 worked with the person or to one-off incidents as this may be 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 providing your feedback. 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 comments against each of the six capabilities. If you don't, you may receive a gentle email reminder from the individual encouraging you to submit in a timely fashion.