## NHS Healthcare Leadership Model and 360° Feedback You complete a Your 360° You fail to value You make erratic second 360° feedback has diversity and changeable after 12 months increased your demands self awareness 93 to review your development **ADVANCE 2** ADVANCE 2 **SQUARES SQUARES** 98 96 94 91 You tolerate You apply fresh You notice You reject all of You focus on unsettlina mediocrity approaches to the messages development in your 360° emotions in improve current for short ways of working feedback the team term task GO BACK 4 and act to accomplishment SQUARES put the situation 88 85 87 90 86 right You prepare You fail to a targeted understand You spring ideas You learn about You shape future You encourage development plan the impact of on others without your hidden plans together research to based on your your emotions discussion talents in your with your team understand 360° feedback and behaviour 360° report 78 the root cause ADVANCE 1 on colleagues **ADVANCE 3** of issues **SQUARE** 79 **SQUARES** 76 72 71 You ignore You think You describe You identify your problems about only future changes development Your 360° by ignoring your own in a way that priorities using feedback data part of the inspires hope 69 You support your vour 360° feedback has motivated organisation colleagues when **ADVANCE 3** and reassures you to develop they challenge 65 staff, patients **SQUARES ADVANCE 2** the way things and the 68 70 66 **SQUARES** 61 are done public You fail to engage You only select You book a date You turn a You build 360° feedback for your 360° with other blind eye to strategic You provide providers who you feedback parts of the relationships long term think will provide session system performance to make links mentoring only positive **ADVANCE 1** across the or coaching feedback **SQUARE** broader GO BACK 3 58 57 55 52 56 51 60 system **SQUARES** You make excuses for You constanty You check look out for poor that others performance opportunities to You say one have understood celebrate and thing and you reward high do another standards 48 50 43 44 You use only You constantly You select a You have not You take a one influencing push your agenda booked your strategic approach your 360° without regard 360° feedback to people for other views feedback session development You ack quickly GO BACK 1 **ADVANCE 2** based on the to manage poor **SQUARES SQUARE** future needs of the NHS 37 performance 38 36 35 33 39 32 31 You invite a range You collect You have of colleagues to the courage to data You shy away You are provide 360° challenge beyond without from doing what respectful using it feedback on your remit even you know is right in all your behaviour though it involves 28 circumstances ADVANCE 2 personal risk **SQUARES** 25 26 23 24 30 You develop You avoid the You decide to only the "best" difficult start a 360° people feedback messages You act You use stories process flexibly and examples ADVANCE 2 to overcome to bring the 13 SQUARES obstacles vision 19 18 16 15 20 17 14 12 to life 11 You ignore recommendations You help create You support other to complete a the conditions leaders to build 360° feedback that help your success within Start process team provide and beyond your **GO BACK** mutual care organisation **3 SQUARES** and support 2 9 10

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Improve Your Leadership Impact