

# Management Competencies - 360° Assessment



**Up-skill managers to prevent and reduce workplace stress**

Line managers play a vital role in the identification and management of workplace stress.

Managers will often experience the problems caused by stress at first hand and be the first point of contact for stressed colleagues.

360° feedback allows managers to assess and develop the essential qualities they require to manage and reduce stress at work .



Compliant with the HSE Stress Management Competencies.

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# Reduce workplace stress

The effects of stress at work include increased sickness absence, high staff turnover and impaired performance with significant legal and financial implications for all employers.

Research by the HSE<sup>1</sup>, CIPD<sup>1</sup> and Investors in People<sup>1</sup> has identified the behaviours that effective managers use to prevent and reduce stress at work and has led to the development of a Management Competencies Framework for line managers. Our **360° Feedback Assessment** is based on these validated HSE protocols and allows line managers to assess their management style and identify opportunities for their personal development.

The Management Competencies play an important role in:

- **Leadership and management development**
- **Adapting management styles**
- **Supporting managers in high stress environments**
- **Targeted follow up to an organisational stress risk assessment**



## The 360° Feedback Process

The 360° Feedback Process allows managers to assess their individual behaviours against the Management Competency Framework and gain objective and considered feedback from their work colleagues.



Each participant completes the questionnaire confidentially. We collect all the data centrally and only anonymous group data is fed back. The participants only have access to the questionnaire they complete, they do not see the responses made by others and only the Manager receives a copy of their personal report.

The report is unique to the individual manager and clearly identifies their key strengths and makes clear recommendations for areas they should focus on for their personal development.

We manage the entire process from informing participants through to producing the final reports.

<sup>1</sup> For references, please visit [www.health-e-solutions.co.uk](http://www.health-e-solutions.co.uk) or [www.hse.gov.uk](http://www.hse.gov.uk)

# The process

## Register your Organisation

When your organisation is registered on to our system we provide information for distribution to participants in the process. Once registered you can use the system as often and whenever required and you only pay for the managers that take part.

## Notify participants

All you need to do is supply the name and e-mail addresses of the managers and the designated colleagues who will be invited to complete the 360° feedback assessment.

We will then send an invitation to everyone along with some straightforward guidance notes on how to complete the feed-back questionnaire.

## Typical participants in 360° feedback

- The subject
- Direct reporting team members (from 3 up to 10)
- Peers (optional up to 5)
- Upward managers (optional up to 3)

The screenshot shows a web-based survey titled "Management Competency Tool - Peer review" under the heading "Online Surveys". The instructions ask the user to provide feedback on their team manager/supervisor by answering four questions. The questions are:

1. Monitors the team's workload on an on-going basis
2. When necessary will stop additional work being passed on to team members
3. Delegates work equally across the team
4. Creates unrealistic deadlines for delivery of work

Each question has a dropdown menu for the answer. At the bottom, there are "Previous" and "Next" navigation buttons, and a logo for "health solutions™ tools for a healthy workplace".

## Collect data

Each participant completes the on-line feed-back questionnaire. The process takes about 5 minutes and is totally confidential. No names are collected from the participants and all data is held on our secure servers.

If paper questionnaires are needed, they are returned direct to Health-e-solutions for processing.

We will monitor the participation of the respondents and will send out reminders to any participants who have not completed their feed-back.

# Analysis

We carry out analysis of the questionnaire data and produce a 360° Feedback Report that is straight-forward, informative and clearly identifies personal strengths and opportunities for individual development.

Each question relates to an individual topic, or competency and responses are processed to produce scores for the key areas.

- Managing with respect**
- Managing workload**
- Managing individuals**
- Managing relationships**

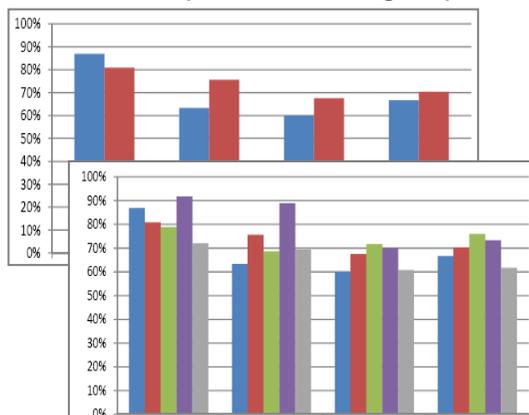
- Managing emotions, having integrity and taking responsibility.
- Managing existing and future work.
- Managing individuals within the team.
- Managing difficult situations.

The report presents the results viewed from a number of perspectives.

- Self** – How the subject viewed themselves.
- Team members** – How team members viewed the subject.
- Others (Combined)** – All results combined (excluding subjects)
- Managers** – How immediate upward managers viewed the subject.
- Peers** – How the subjects peer group viewed them.

## Analysis of the Organisation and benchmarking

When required we can group individual data so that the Organisation can identify:



- **Organisational beacons**
- **Opportunities for development**
- **Priority training and development needs**
- **Group comparisons against database**
- **Trends in organisational results**

SUMMARY RESULTS FOR MAIN COMPETENCIES AND SUB COMPETENCIES					
The colour coded charts below show how you scored yourself in relation to how the other reviewing groups scored you in the four main management competencies and their component sub-competencies.					
	Self	Others (Combined)	Team Members	Manager	Peers
Managing with respect: Managing emotions, having integrity and taking responsibility	84%	83%	83%	87%	80%
Integrity	84%	91%	88%	92%	94%
Managing Emotions	93%	81%	82%	83%	77%
Considerate Approach	73%	78%	80%	85%	70%
	Self	Others (Combined)	Team Members	Manager	Peers
Managing workload: Managing and communicating existing and future work	74%	79%	78%	80%	80%
Proactive Work Management	73%	84%	83%	87%	83%
Problem Solving	75%	77%	73%	80%	78%
Participative/Empowering	73%	77%	77%	73%	80%
	Self	Others (Combined)	Team Members	Manager	Peers
Managing individuals: Managing individuals within the team	69%	73%	72%	65%	76%
Personally Accessible	75%	84%	83%	80%	90%
Sociable	53%	58%	53%	45%	60%
Empathetic Engagement	78%	75%	79%	69%	79%
	Self	Others (Combined)	Team Members	Manager	Peers
Managing relationships: Reasoning and managing difficult situations	77%	80%	81%	77%	83%
Managing Conflict	76%	75%	76%	74%	76%
Use of Organisational Resources	80%	91%	87%	90%	97%
Taking Responsibility for Resolving Issues	75%	74%	80%	60%	75%

EMPATHETIC ENGAGEMENT					
Q	Self	Others (Combined)	Team Members	Manager	Peers
Overall Score: Empathetic Engagement	78%	75%	79%	69%	79%
24 Listens to team members when they ask for help	80%	80%	70%	80%	90%
25 Encourages the team's input in discussions	80%	77%	70%	70%	90%
34 Regularly asks 'how are you?'	80%	80%	80%	70%	90%
35* Assumes, rather than checks, the team are OK	80%	70%	90%	70%	50%
49 Treats everyone in the team with equal importance	80%	90%	90%	80%	100%
61 Takes an interest in the team's life outside work	80%	57%	80%	40%	50%
62 Tries to see things from the team's point of view	80%	73%	70%	70%	80%
63 Makes an effort to find out what motivates the team	60%	77%	80%	70%	80%

# 360° Feedback report

The report is confidential and for the individual manager's personal use. All results are clearly prioritised allowing the manager to recognise their strengths and opportunities for development.

## KEY STRENGTHS

This section highlights the Managers key strengths by reviewing their responses against external benchmark scores and those of their reviewers.

**Beacons** These are the areas where the subject received their three highest overall scores from each respondent group.

**Hidden strengths** These are the areas where the reviewers scored higher than the Manager scored themselves.

KEY STRENGTHS					
This section is intended to highlight your key strengths by reviewing your individual responses within each competency against external benchmark scores and those of your team members and colleagues. The sub-competencies identified as key strengths are presented in two ways, beacons and hidden strengths.					
BEACONS			These are the areas where you received your two highest overall scores from each respondent group.		
HIDDEN STRENGTHS			These are the areas where others scored you higher than you scored yourself. This may indicate that you underestimate how highly others perceive your skills in these areas.		
Category/ Reviewing group	MANAGING WITH RESPECT Managing emotions, having integrity and taking responsibility	MANAGING WORKLOAD Managing and communicating existing and future work	MANAGING PEOPLE Managing individuals within the team	MANAGING RELATIONSHIPS Reasoning/managing difficult situations	
Self			Sociable	Use of organisational resources	
Others (Combined)	Integrity	Problem solving			
Team members	Integrity	Problem solving			
Manager		Problem solving	Sociable		
Peers	Integrity		Sociable		
Others (Combined)	Managing Emotions	Proactive Work Management			
Team members	Managing Emotions	Proactive Work Management			
Manager	Integrity	Proactive Work Management			
Peers	Managing Emotions	Proactive Work Management			

## DEVELOPMENT OPPORTUNITIES

This section highlights the Managers development opportunities by reviewing their responses against external benchmark scores and those of their reviewers.

**Development Areas** These areas are identified as development opportunities as they received relatively lower scores from each respondent group.

**Blind Spots** These are areas where the subject scored themselves higher than their reviewers scored them.

KEY DEVELOPMENT OPPORTUNITIES					
This section is intended to highlight your key development opportunities by reviewing your individual responses against external benchmark scores and those of your team members and colleagues. These areas receive the lowest relative overall scores from each respondent group and are presented in two ways, development areas and blind spots.					
DEVELOPMENT AREAS			These areas are identified as opportunities for development because they received the lowest relative overall scores from each respondent group.		
BLIND SPOTS			These are areas where you scored yourself higher than others scored you. The difference in scores may indicate that you may not realize how other people perceive your skills in these areas.		
Category/ Reviewing group	MANAGING WITH RESPECT Managing emotions, having integrity and taking responsibility	MANAGING WORKLOAD Managing and communicating existing and future work	MANAGING PEOPLE Managing individuals within the team	MANAGING RELATIONSHIPS Reasoning/managing difficult situations	
Self	Managing Emotions	Proactive Work Management			
Others (Combined)	Managing Emotions				
Team members				Taking responsibility for resolving issues Managing conflict	
Manager	Managing Emotions	Proactive Work Management			
Peers				Taking responsibility for resolving issues Managing conflict	
Others (Combined)				Managing conflict	
Team members				Managing conflict Use of organisational resources	
Manager				Managing conflict	
Peers				Managing conflict	

# Feedback, coaching and training

## One-to-one feedback

To derive maximum benefit from the process, one-to-one feedback sessions can be delivered with the aim of providing supportive, positive and constructive feedback to the manager on the results of their 360° assessment.

Our specialist facilitators provide independent expertise and a valuable opportunity for the Manager to discuss and interpret their results. This enables the manager to focus on the key messages and identify priorities for personal development in a positive and confidential environment.

Feedback can be arranged by video call or face-to-face if required.



## Group training and workshops

Our guided workshops focus on **Promoting Positive Manager Behaviour and Preventing Stress** through improved management skills and behaviour.

Training allows Managers to review their 360° feedback within the context of key management competencies and the behaviours, skills and strategies that have been shown to prevent stress and promote wellbeing at work.

The workshop also provides an opportunity to discuss shared experience and for managers to learn from each other. Participants are provided with a comprehensive Workbook and Toolkit. The workbook includes background information and links, stress management hints and tips, exercises, questionnaires, easy-to-follow processes, and action planning templates so that managers can apply in their work what they have learned in the training.

## Affordable pricing

There is a single annual system fee which includes constructing your 360° feedback process and you can then use the system when and as often as you require and all you pay for is the number of reports produced.

One-to-one feedback and workshops for up to 15 managers are designed to suit your individual needs. Please contact us for further details.

# About Health-e-solutions

**Health-e-solutions™** provide assessment and analysis technology to enable and maintain a healthy, effective and competitive workforce.

## Making the web work for you

Our web enabled services allow employers to gather key feedback on-line from employees. Our goal is to save you time, reduce your costs and maximise the integrity and value of the data you collect.



## Secure, confidential and reliable

All data is collected, stored and processed on our secure servers providing you with 24 hour on-line access. We ensure confidentiality and operate under the provisions of the Data Protection Act.

## Designed for your needs

All our standard tools can be customised to meet your needs, including:

- Workplace stress risk assessment
- 360° competency tool for line managers
- Employee health & wellbeing
- Leavers feedback
- Employee engagement
- Employee opinion and satisfaction.

## Free “on-site” expert consultations

We are always happy to share our experience. Please contact us to arrange a no obligation consultation with one of our specialists to discuss your requirements.



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