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.
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 HSE¹, CIPD¹ and Investors in People¹ 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.

¹ For references, please visit www.health-e-solutions.co.uk or 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 feedback 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)

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.
We carry out analysis of the questionnaire data and produce a 360° Feedback Report that is straightforward, 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 emotions, having integrity and taking responsibility.

**Managing workload** – Managing existing and future work.

**Managing individuals** – Managing individuals within the team.

**Managing relationships** – 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
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.

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.
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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