

# FMLM 360 Feedback User Guide

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# Welcome to the FMLM 360

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The FMLM 360 has been developed in partnership with psychologists and is based around the behaviours associated with effective leadership and management, as explained in the [Leadership and management standards for medical professionals](#). This tool (often referred to as a multi-source feedback) helps you to understand how others see you and helps you to identify your strengths and areas for development, and therefore how to become more effective as a leader.

## **What can I expect to get from my 360?**

- Enhanced personal insight into your style, impact, and performance
- Constructive challenge in relation to areas where you are less effective
- Reinforcement of strengths to build upon
- The basis of a personal development plan
- Information to share with a coach or mentor in supporting your professional development

## **What can I use my 360 for?**

- Part of the process of continuing learning and development
- Evidence of continued professional development
- For doctors: Additional information for appraisal, supporting reflection on the leadership and management aspects of a doctor's scope of practice

# Getting started

1. You will receive an email from FMLM alerting you that it is time to begin the 360-feedback process. This email also includes a Top Tips document to assist you in making best use of the tool, and key information regarding the types and numbers of responders you will need to nominate.
2. Within 24 hours, you will then receive an email from 'Great with Talent', FMLM's bespoke 360 platform provider, providing you with introductory information and a link to your account:



## FMLM 360

### 360 feedback

Hello Maria,

You have requested to undertake the FMLM 360 feedback questionnaire - this email is intended to give you some information about the process and provide you with a link to the questionnaire.

#### Some background

It is important that people receive regular honest feedback on their performance to identify strengths and areas for development. 360 questionnaires can enhance this process by collecting feedback from your line manager, colleagues and others you work with. As good practice we recommend that you, the focus of this questionnaire, remain in control of the process and that the results should be confidential. We strongly encourage the other people giving feedback to be objective and constructive. You should also be offered feedback to help you fully understand the results and get the most from the process. You may get this facilitated feedback from your appraiser or coach. FMLM have established a [network of qualified and experienced coaches](#) across the UK who can support this process. When done well, you will find 360 feedback extremely useful to become more effective as a leader and manager.

Further information about the FMLM 360 degree tool is available here: [www.fmlm.ac.uk/360](http://www.fmlm.ac.uk/360)

#### The questionnaire

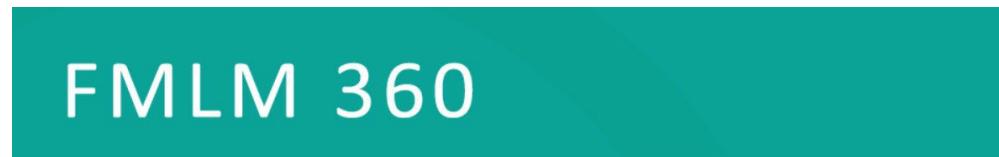
We need you to complete three steps - choose your raters, ask your raters if they would be happy to act as raters and then add your raters. You should then complete your self-assessment.

» Please [click here](#) to manage your 360.

(If the above link does not work then it may have been removed by your email software, please see the footer of this email for an alternative link).

# Choosing your raters

3. When you click on the link in the email, you will be taken to the following page:



## Manage your 360

Welcome Maria, you have selected to take part in a 360 learning and development programme. We **need you** to complete **three** steps - choose your raters, add your raters and complete your self-assessment.

**Note:** you can complete your self-assessment by [clicking here](#).

### 1. Choose your raters

The first step in this process is for you to nominate a number of raters. Please make sure you have their **consent** before adding them on as they will be receiving an email from us, inviting them to complete a 360 questionnaire about you. We need you to provide raters in the following groups:

<input type="checkbox"/> Manager	Add your <b>immediate line manager</b> .
<input type="checkbox"/> Direct report	Add <b>2 or more</b> people who you lead, manage or supervise.
<input type="checkbox"/> Peer	Add <b>2 or more</b> people who work closely with you but do not report to you.
<input type="checkbox"/> External stakeholder	Add <b>2 or more</b> people that you work with who are external to your practice or organisation.

Don't worry if you are unable to add the minimum number of people in each of the rater groups, add as many as you can. If you need guidance on selecting your raters please visit [www.fmlm.ac.uk/360](http://www.fmlm.ac.uk/360).

4. Scroll down and you will see section 2, where you can add your raters. Enter the name and email address, then select the type. As a minimum, you will need to nominate:

- One Manager: this should be in the first instance your immediate line manager;
- Two Direct Reports: people you lead, manage or supervise;
- Two Peers: people who work closely with you but do not report to you; and
- Two External Stakeholders: people that you work with who are external to your practice or organisation.

### 2. Add raters

Now add your raters using the form below. Make sure the email address is correct before submitting. Check who you have added by [clicking here](#).

First name	Last name	Email address	Rater type
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="Add"/>

**3. Complete your self-assessment**

[Please click here to start your questionnaire.](#)

**Support for Team Leadership 360 Assessment - Self**  
If you have any enquiries regarding the 360 programme or what you need to do, please send them to: [FMLM Team](#)



### Top tips:

- You should choose individuals that will provide useful and honest feedback.
- We strongly recommend that you approach your nominees directly to let them know you will be nominating them to provide feedback.
- The system will generate an invite for them to complete their feedback; as these invites can end up in junk boxes, it's a good idea to give your nominees a heads up so they can keep an eye out for this email.

# Completing the self questionnaire

1. When you are ready to begin your own questionnaire, please click on the relevant link under section 3:

2. Add raters

Now add your raters using the form below. Make sure the email address is correct before submitting. Check who you have added by [clicking here](#).

First name	Last name	Email address	Rater type
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="Please select..."/> <input type="button" value="Add"/>

3. Complete your self-assessment

[Please click here to start your questionnaire.](#)

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2. This will take you to a page where you will need to confirm your consent for data processing:



## Your 360 Assessment

Maria, thank you for taking the time to complete this questionnaire. The questionnaire is in **2** sections and you should allow up to **15** minutes for completion. We recommend that you complete it in one sitting. However should you wish to come back at a later stage, you can, but you won't be able to edit completed questions.

### Privacy Statement

great{with}talent will be *processing* the data given in the questionnaire you complete according to this important **Privacy Notice**. By completion of the questionnaire, you consent to our use of your personal information to the extent reasonably necessary to process your results on behalf of FMLM.

I confirm my consent to my data being used for the above purposes:

**Next**

3. You will next see an About You screen which introduces the questionnaire. Click Next when you are ready to begin.
  
4. You will rate 30 statements over two pages, followed by three free-text questions. When

# FMLM 360

## About You

Maria, in this section you will be presented with **30** statements that describe a role behaviour. Please describe the extent to which you exhibit each behaviour using the following rating scale:

**1** Very rarely/never; **2** Occasionally; **3** Reasonably frequently; **4** Most of the time; **5** Always

If you find that you cannot rate a particular behaviour, then please select 'NA'.

**Please Note:**

The quality of this assessment is dependent on you being as open and honest as possible in your responses. Please rate each statement based on your current behaviour/capability rather than how you would like to be.

You may find some of the statements difficult to answer but please try your best and avoid answering 'Okay' or 'NA'.

Although there is no time limit, you should work as quickly as you can and not ponder at length over any one statement.

[Back](#) [Next](#)

you are happy with your questionnaire, click Save & Finish and you will see the following page:

# FMLM 360

## Questionnaire Completed

Maria, thank you. That completes the 360 assessment, thank you for your time.

[Please click here to return to the manage your 360 page.](#)

Progress: 100% 

Support for Team Leadership 360 Assessment - Self

If you have any enquiries regarding this questionnaire, please send them to: [FMLM Team](#)

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# Frequently Asked Questions

## Can I check to see who has responded?

Yes, and it is recommended that you do so regularly so that you can follow up with any raters who have not completed the feedback. To do so, go to your 360 home screen and click here:

2. Add raters

Now add your raters using the form below. Make sure the email address is correct before submitting. Check who you have added by [clicking here](#).

First name	Last name	Email address	Rater type
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="Please select..."/> <input type="button" value="Add"/>

3. Complete your self-assessment

[Please click here to start your questionnaire.](#)

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You will then be able to see who has completed, partially completed, or not completed the feedback:

Add 2 or more people who work closely with you but do not report to you.

**Your rater status**

Rater Type	Name	Status	Action
Manager	John Doe	<span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span>	<input type="button" value="Add"/>
Direct report	Jane Smith	<span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span>	
Peer	Sarah Johnson	<span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span>	<input type="button" value="Add"/>
External stakeholder	David Evans	<span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span> <span style="background-color: #669933; border: 1px solid black; padding: 2px 5px;"> </span>	<input type="button" value="Add"/>

Don't worry, you can always add more raters by clicking here.

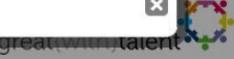
Now add your raters using the form below. Make sure the email address is correct before submitting. Check who you have added by [clicking here](#).

First name  Last name  Email address  Rater type

3. Complete your self-assessment

[Please click here to start your questionnaire.](#)

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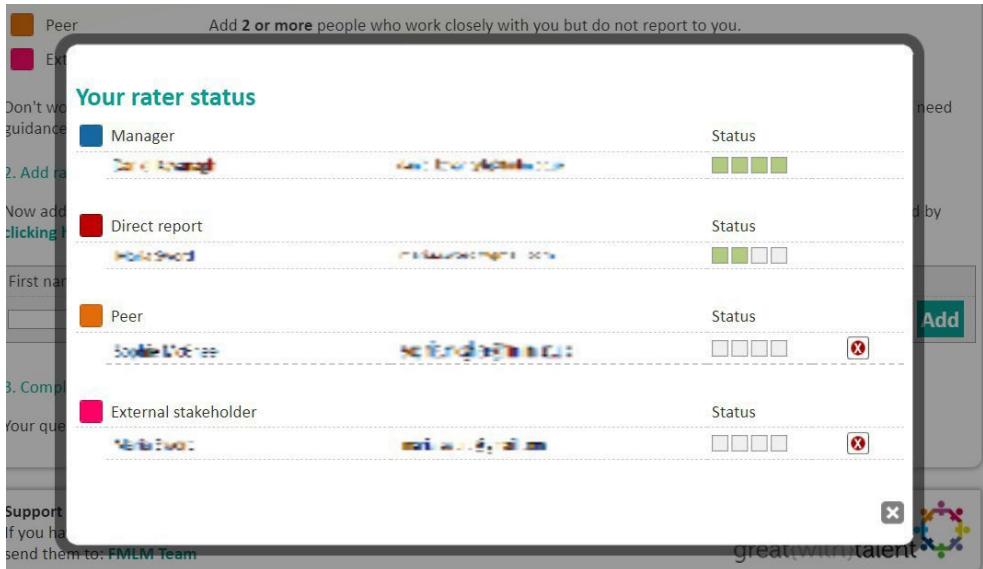


## Does the 360 system send reminder emails to my nominated raters?

Yes. Reminder emails are automatically generated to the raters on a weekly basis until the due date (indicated in your initial email from FMLM).

## If I need to add or remove a rater, can I do this?

Yes. To add a new rater, follow the steps on page 4. To remove a rater, click on the red X button beside the name:



## I/A rater can't see the invitation email....

As the invitation email can end up in junk/spam folders or be blocked by a firewall, it's a good idea to give your nominees a heads up so they can keep an eye out for this email. All emails delivered from the system are delivered from @greatwithtalent.net – you can advise your Trust/CCG IT team to add this to their email whitelists which should improve deliverability.

## Is the feedback anonymised?

Feedback received from everyone except your manager will be anonymised, provided you receive the minimum amount of feedback (i.e., two respondents per category for direct report, peer, and external stakeholder). If you only receive feedback from one respondent in a category, this will not be included in your feedback report as it would compromise the anonymity. Ensuring you meet the minimums will result in a more well-rounded and useful feedback report.

## Is there a maximum number of raters per category?

Yes, the maximum is 9 raters per category.

# FMLM 360 Support

If you have technical problems during the process, please contact [support@greatwithtalent.com](mailto:support@greatwithtalent.com).

For any additional questions, please contact [applied@fmlm.ac.uk](mailto:applied@fmlm.ac.uk).