

## Guidance for managers of unsuccessful development centre applicants

If a member of your team has been unsuccessful in their application for a place on a development centre, the following lays out the support you can expect from Organisational Learning (OL) and the actions you should take in further supporting the development of your team member.

Encourage your team member to have a development conversation with a member of the Organisational Learning team. This conversation will help your team member explore where they want to go with their development and how this links with their career goals. We may ask you as the manager to input into this conversation as well.

We would strongly encourage your team member to undertake a 360 review before coming to the conversation with OL. Details of how to set up the 360 are below in this document. The individual should then share their 360 review report with OL before the development discussion and we will be able to help both you and the individual interpret the results of their 360 report.

Your team member can book their discussion with OL by emailing [hr.learning@lse.ac.uk](mailto:hr.learning@lse.ac.uk). We aim to ensure that a development conversation takes place within four weeks of the initial email contact.

Following the discussion with OL, you will both be provided with an overview of recommended development areas, which you should use to co-create a development plan linked to both the current CDR cycle and longer term personal and career development activities.

In co-creating this plan, the following resources may be of use:

Section 2 of the PS staff career development toolkit contains a guide to how to plan short, mid and long-term development goals and has a suggested personal development plan form. You can find this here: [Career-Development-Toolkit-2-How-to-develop-your-career-v2.pdf \(lse.ac.uk\)](#)

The setting objectives page of the CDR toolkit contains a short video on how to set SMART objectives, which are useful in setting manageable and realistic development goals. You can find this here: [Setting objectives \(lse.ac.uk\)](#)

The supporting ongoing development page for managers outlines both simple and more complex ways that you can support the development of your team as a group and as individuals. You can find this page here: [Supporting ongoing development \(lse.ac.uk\)](#)

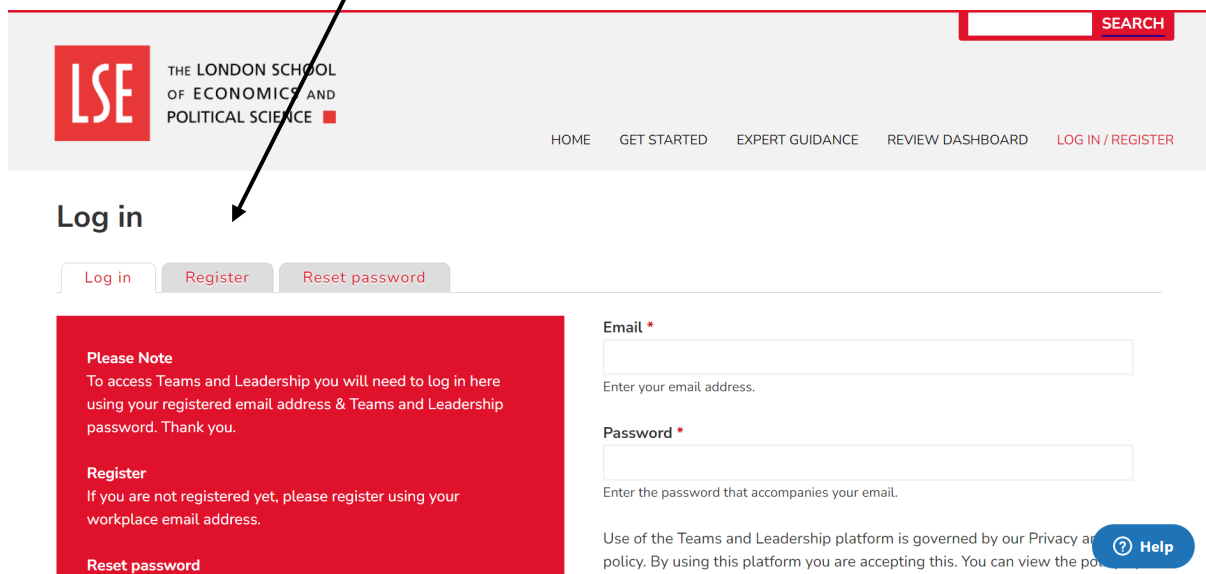
Once you have co-created the action plan, it is important to check in on progress regularly. This will involve holding each other accountable. You should ensure that your team member is taking ownership of and progressing their development plan and you should make sure you are supporting this in ways you have agreed between you. This should become a regular part of your 1-2-1s and of the CDR cycle.

## Setting up a 360 review

Our Teams and Leadership tool helps you and your team step back from the day to day, identify improvement and implement change. The online platform provides a structured way for every team to boost their own performance, engagement and wellbeing. Through personalised learning journeys, team and individual reviews, expert resources, and how-to guides.

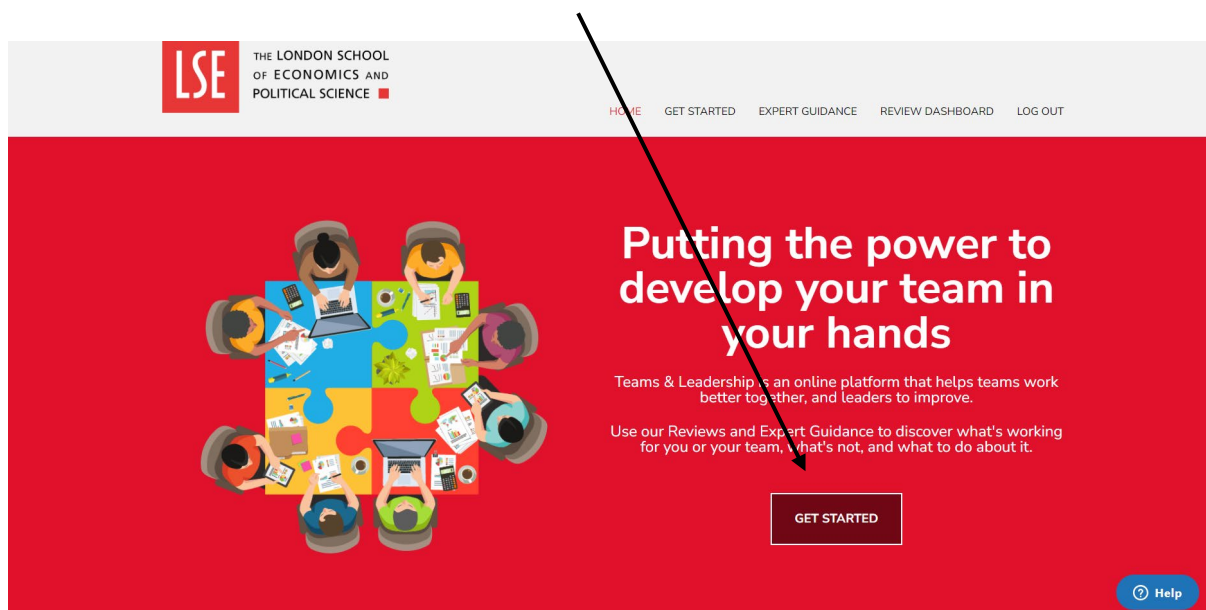
The platform allows you to set up anonymous 360 feedback reviews for you as an individual and for your team as a group. The guidance below explains how to set this up.

If you have not done so already, contact [hr.learning@lse.ac.uk](mailto:hr.learning@lse.ac.uk) to request that an account is set up for you. Once this has been done, go to <https://lse.teamsandleadership.net/> and create a log in with your LSE email and a password of your choosing. This can be done by clicking on the register tab



The screenshot shows the LSE Teams and Leadership login page. At the top, there is a navigation bar with the LSE logo and the text 'THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE'. To the right of the logo is a search bar with the word 'SEARCH' inside. Below the navigation bar are several menu items: 'HOME', 'GET STARTED', 'EXPERT GUIDANCE', 'REVIEW DASHBOARD', and 'LOG IN / REGISTER'. The main heading is 'Log in'. Below this heading are three buttons: 'Log in', 'Register', and 'Reset password'. A red box on the left contains a 'Please Note' section with instructions on how to log in, register, and reset a password. To the right of the red box are two input fields: 'Email \*' and 'Password \*'. Below the 'Email \*' field is the text 'Enter your email address.' Below the 'Password \*' field is the text 'Enter the password that accompanies your email.' At the bottom right of the page is a 'Help' button with a question mark icon.

Once you have registered, click on get started.



The screenshot shows the LSE Teams and Leadership 'Get Started' page. At the top, there is a navigation bar with the LSE logo and the text 'THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE'. To the right of the logo is a search bar with the word 'SEARCH' inside. Below the navigation bar are several menu items: 'HOME', 'GET STARTED', 'EXPERT GUIDANCE', 'REVIEW DASHBOARD', and 'LOG OUT'. The main heading is 'Putting the power to develop your team in your hands'. Below this heading is a large illustration of a group of people sitting around a table, working together. To the right of the illustration is the text 'Teams & Leadership is an online platform that helps teams work better together, and leaders to improve. Use our Reviews and Expert Guidance to discover what's working for you or your team, what's not, and what to do about it.' At the bottom center of the page is a 'GET STARTED' button. At the bottom right of the page is a 'Help' button with a question mark icon.

You have various options on the next screen. You can set up an individual review, a team review or look through the expert guidance.

An individual review is for you to get 360 feedback from your team, key stakeholders and those you work with to find out more about what others perceive as your strengths and as areas for development. You can conduct the individual review as a standard review or as a leadership review. The leadership 360 review covers everything you need to know about your leadership style. **For a development discussion with OL we would recommend conducting either the individual or the leadership 360 depending on the individual's role at LSE.**

You complete the review and get feedback from colleagues from their experience of working with you. Your report allows you to compare their views with your own and gives tailor-made suggestions for your development.

A team review is for your team to get 360 feedback about the ways you work as a team. This feedback will be made up of anonymous feedback from each of the members of the team and key stakeholders whom you invite to provide feedback.

The team review covers everything you need to know about your team's strengths and development needs by focusing on the areas that are proven to make a difference to effective team performance.

Any team can use this as a confidential snapshot of how the team is functioning. Use this as part of a team away day, as part of your ongoing team development or simply to identify where you may need extra support. **The team review should not be used for individual development discussions with OL.**

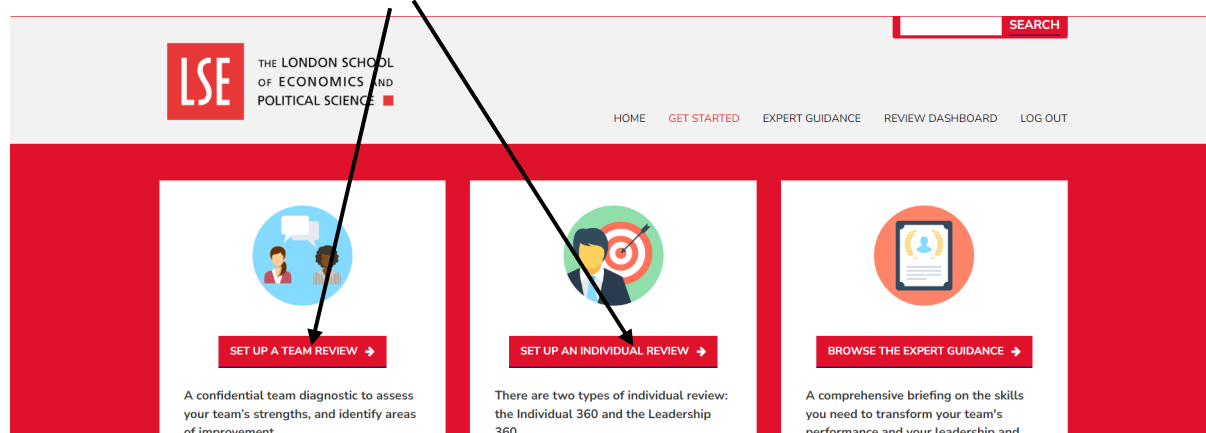
## What do we mean by 360 feedback?

360-degree feedback is a process of gathering feedback from a person's direct reports, peers, colleagues, and supervisor(s). The process also encourages and collects self-evaluation by the reviewee themselves.

360 feedback can also include relevant feedback from sources external to the School. To truly be valuable 360 feedback, data should be captured from a range of representative stakeholders and this should not just be stakeholders with whom the reviewee(s) have a close or good working relationship.

## Setting up a review

Click on the type of review you would like to set up.



The screenshot shows the LSE Human Resources website interface. At the top left is the LSE logo and the text 'THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE'. To the right is a search bar and a navigation menu with links for HOME, GET STARTED, EXPERT GUIDANCE, REVIEW DASHBOARD, and LOG OUT. Below the navigation menu are three main content cards on a red background. The first card, 'SET UP A TEAM REVIEW', features an icon of two people and a description: 'A confidential team diagnostic to assess your team's strengths, and identify areas of improvement.' The second card, 'SET UP AN INDIVIDUAL REVIEW', features an icon of a person and a target, with a description: 'There are two types of individual review: the Individual 360 and the Leadership 360.' The third card, 'BROWSE THE EXPERT GUIDANCE', features an icon of a document and a person, with a description: 'A comprehensive briefing on the skills you need to transform your team's performance and your leadership and'. Two black arrows point from the top of the page to the 'SET UP A TEAM REVIEW' and 'SET UP AN INDIVIDUAL REVIEW' buttons.

And follow the instructions on the next screen

## Set up a review

1. Choose a name for your review \*

For example the name of the person or team being reviewed

2. Please choose the type of review you would like to set up \*

<p><input type="radio"/> Leadership 360 <span style="float: right;">INDIVIDUAL</span></p> <p>The leadership 360 review covers everything you need to know about your leadership style. You complete the review and get feedback from colleagues from their experience of working with you. Your report allows you to compare their views with your own and gives tailor-made suggestions for your development.</p> <p><a href="#">See a sample report for this review</a></p>	<p><input type="radio"/> Individual 360 <span style="float: right;">INDIVIDUAL</span></p> <p>The individual 360 review covers everything you need to know about your working style. Get feedback from colleagues from their experience of working with you.</p> <p><a href="#">See a sample report for this review</a></p>
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You will be asked for a name for your review and will be given a link and a template email to send to stakeholders to request feedback. If you are conducting a team review, you will be given two different links and template emails, one for your team and one for your identified stakeholders. This is to ensure that, whilst the feedback is anonymous, you can identify what the team have said against what your stakeholders have said.

Once you have sent out requests for feedback, the answers your team and other stakeholders give will be condensed into a report for you. This report will be available for you to view **after a minimum of three people** have responded. The responses given are completely anonymous and the report and the data it contains are entirely confidential to you. No one else can see this.

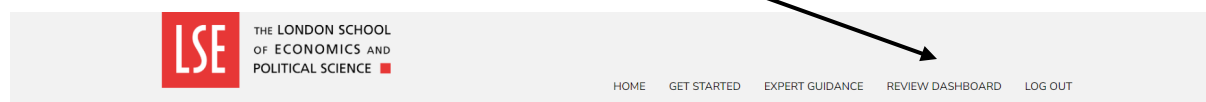
We recommend giving people two weeks to respond and sending out a reminder to your stakeholders a few days day before your review closes.

As part of this process, you should also conduct a self-assessment by inputting into the survey yourself.

All stakeholders have the ability to highlight up to four areas that they feel are development needs for the individual or for the team.

## How do I access the results?

Click on review dashboard and you will be able to open and download your report, assuming at least three people have responded.



## Set up a review

1. Choose a name for your review \*

For example the name of the person or team being reviewed

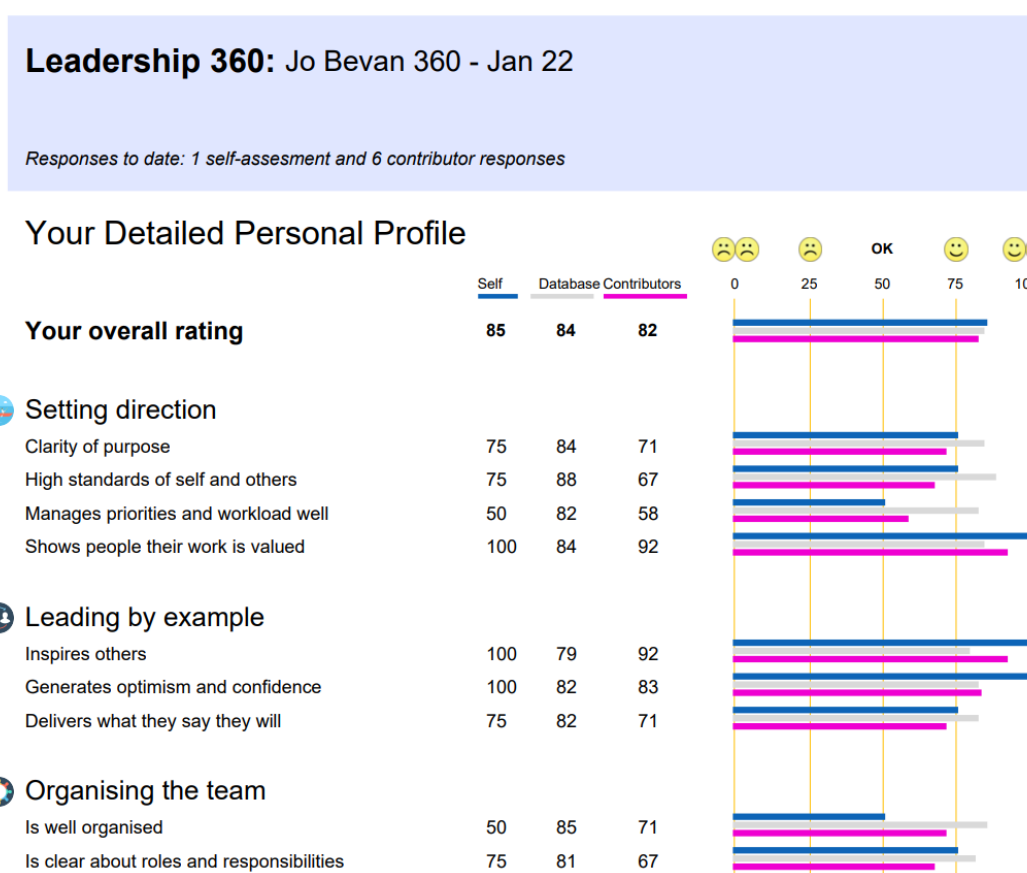
2. Please choose the type of review you would like to set up \*

<p><input type="radio"/> Leadership 360 <span style="float: right;">INDIVIDUAL</span></p>	<p><input type="radio"/> Individual 360 <span style="float: right;">INDIVIDUAL</span></p>
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## How do I interpret my results?

Your report will give you both quantitative and qualitative data. As you can see in the example below, the report will give numerical score for your self-assessment and for your contributors' comments. These are also benchmarked against all scores in the database. At the end of the report, you will be able to see all of your qualitative responses.

For the quantitative data you will see a self-assessment or team score in blue and a contributor or stakeholder score in pink. These scores are benchmarked to the platform's database. The platform is used by a range of public and third sector organisations and the database shows the average score for the area across all of the organisations who use the platform. This can be useful in benchmarking yourself against others in similar organisations.



The report will highlight areas that, based on these data, are considered development areas for you or your team. Linked to this it will provide you with expert guidance and learning activities you can undertake in these areas, as per the example on the next page.

**Where a report is to be used to inform a development conversation with a member of the OL team, please ensure that the report is shared with the relevant member of OL at least two days before the meeting. OL commit to ensuring that the content of your report remains confidential and will not be shared more widely.**

## Suggestions for Development

The questionnaire asked each respondent to pick up to three areas to prioritise for development.

### Your own suggestions for development:

The list below show areas that were picked by you:

**1 votes Handling difficult conversations**

Recommended exercise link: [Handling disagreement constructively](#)

**1 votes Delegating well**

Recommended exercise link: [Improving delegation](#)

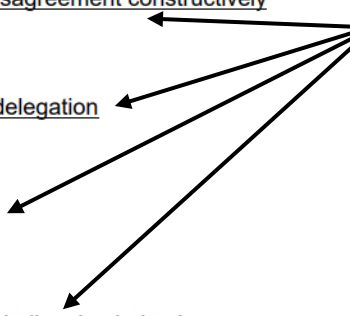
**1 votes Managing priorities and workload well**

Recommended exercise link: [Prioritising](#)

**1 votes Managing challenging behaviour**

Recommended exercise link: [Managing challenging behaviour](#)

Click on the links to find development activities and further reading for this topic area

A blue rectangular box with a black border contains the text 'Click on the links to find development activities and further reading for this topic area'. Four black arrows originate from the right side of this box and point to the underlined exercise links in the four items listed above: 'Handling disagreement constructively', 'Improving delegation', 'Prioritising', and 'Managing challenging behaviour'.

### Suggestions that were picked by more than one contributor:

The list below show areas that were picked by more than one contributor:

**3 votes Handling difficult conversations**

Recommended exercise link: [Handling disagreement constructively](#)

**3 votes Managing priorities and workload well**

Recommended exercise link: [Prioritising](#)

If you have any questions about setting up or conducting your review, contact us at [hr.learning@lse.ac.uk](mailto:hr.learning@lse.ac.uk)