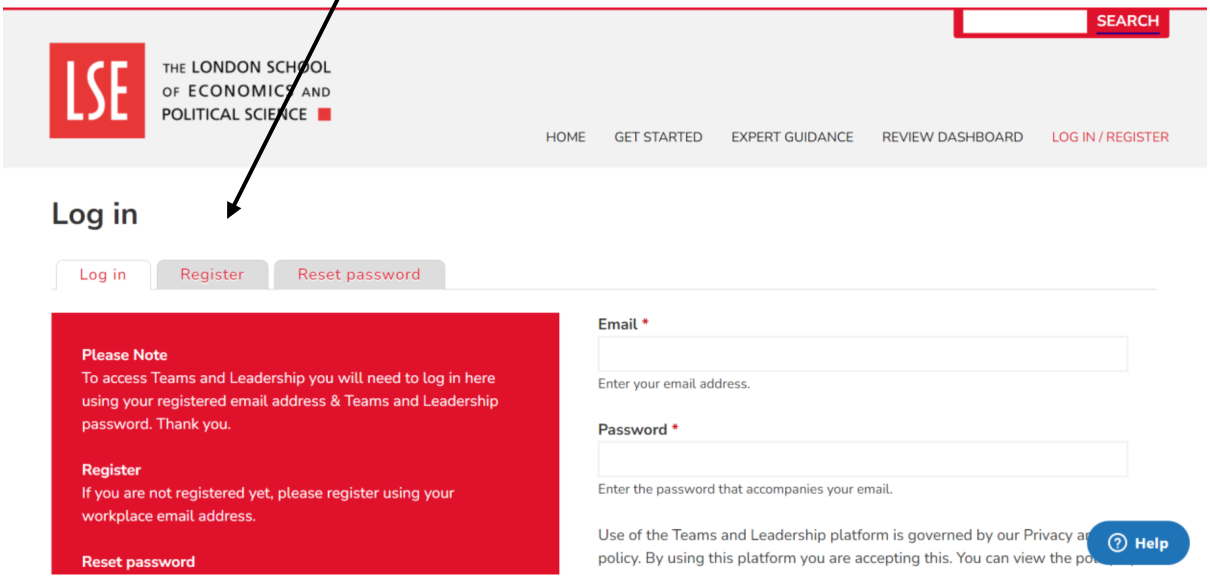
Teams and leadership development

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.

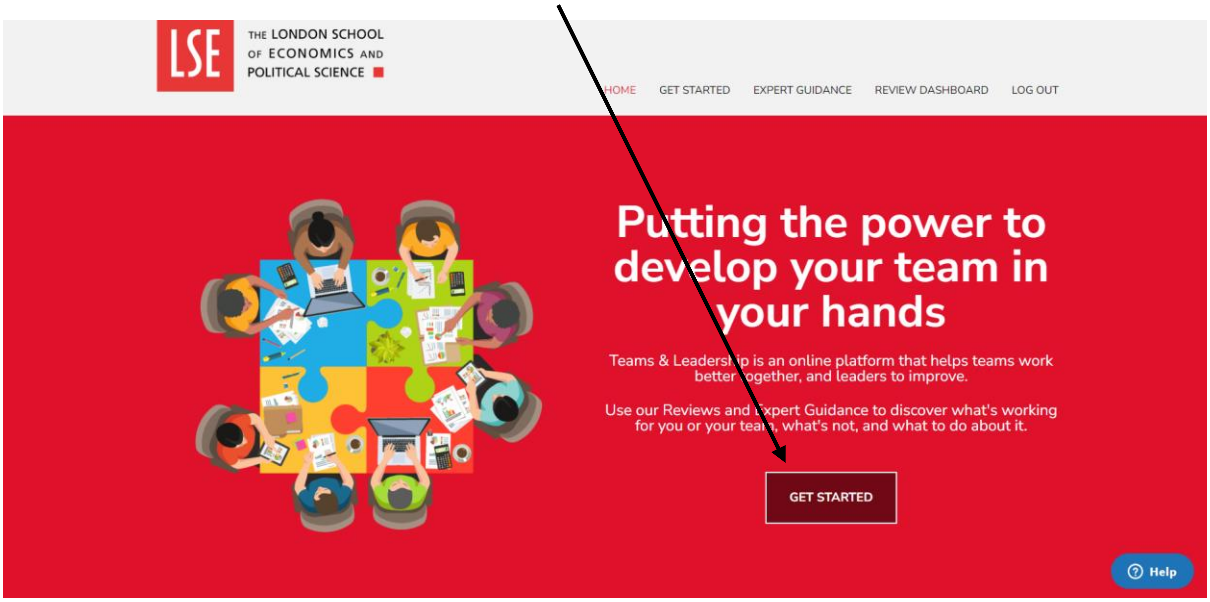
The platform allows you to set up anonymous 360 feedback reviews for you as an individual and for your team as a group. The guidance below explains how to set this up.

How to set up your Teams and Leadership account and start your learning journey

If you have not done so already, contact 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.



Once you have registered, click on get started.



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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 you 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.

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.

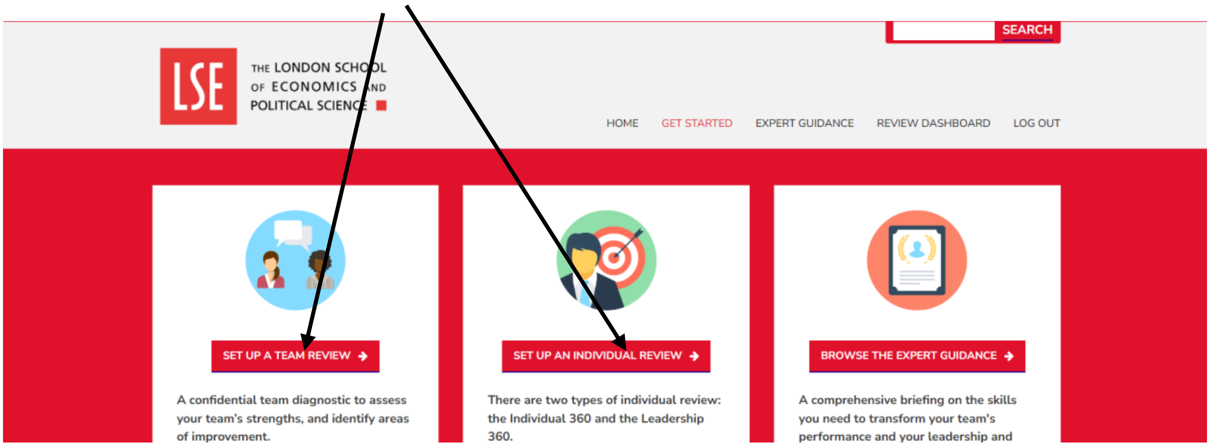
What do we mean by 360 feedback?

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.

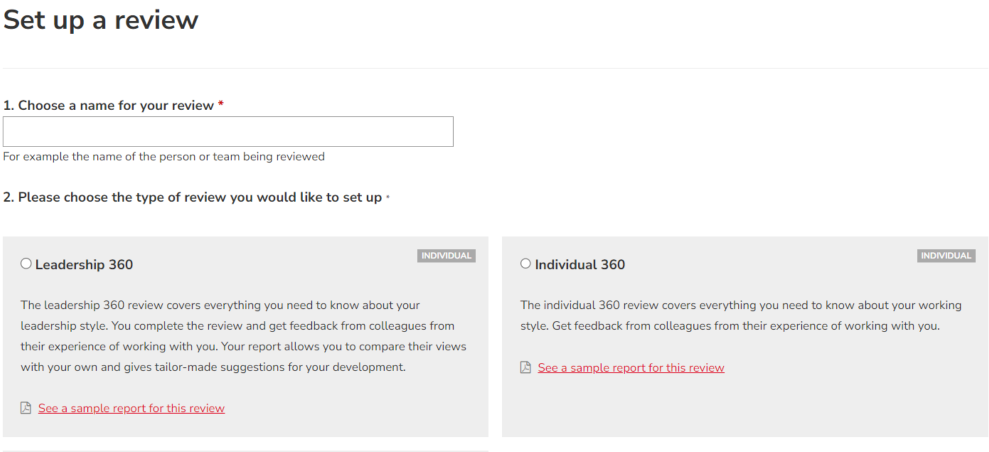
360 feedback can also include relevant feedback from sources external to the School. To truly be valuable 360 feedback, data should be captured from a range of representative stakeholders and this should not just be stakeholders with whom the reviewee(s) have a close or good working relationship.

Setting up a review

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



And follow the instructions on the next screen



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.

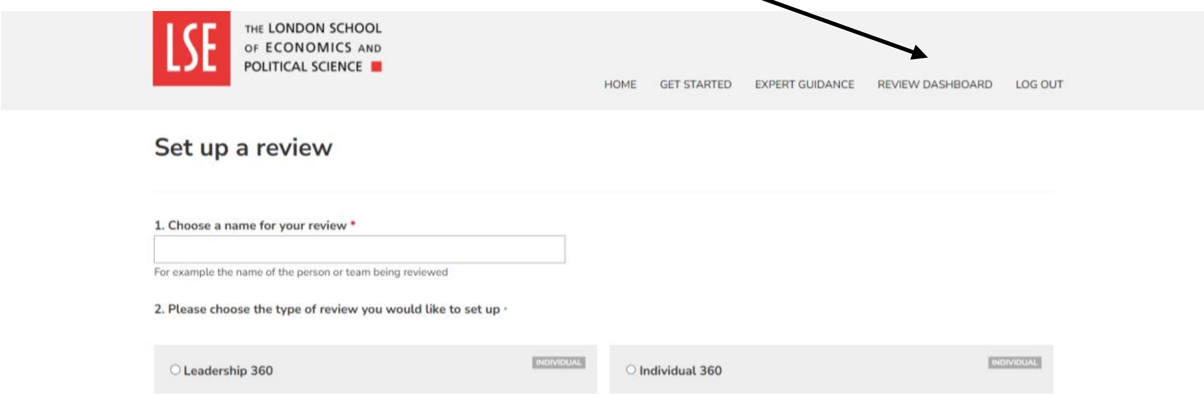
We recommend giving people two weeks to respond and sending out a reminder to your stakeholders a few days day before your review closes.

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.



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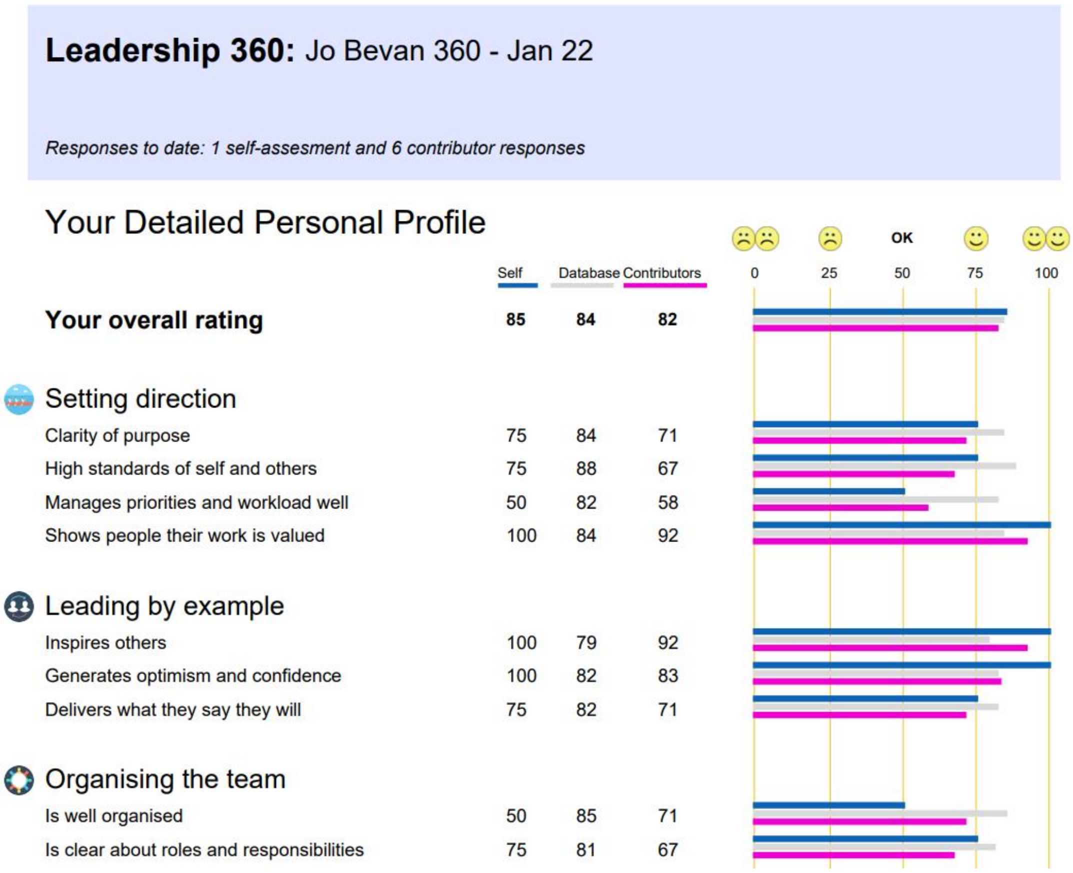
How do I interpret my results?

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.



Leadership 360: Jo Bevan 360 - Jan 22

Responses to date: 1 self-assesment and 6 contributor responses

Your Detailed Personal Profile

	Self	Database	Contributors
Your overall rating	**85**	**84**	**82**
Setting direction			
Clarity of purpose	75	84	71
High standards of self and others	75	88	67
Manages priorities and workload well	50	82	58
Shows people their work is valued	100	84	92
Leading by example			
Inspires others	100	79	92
Generates optimism and confidence	100	82	83
Delivers what they say they will	75	82	71
Organising the team			
Is well organised	50	85	71
Is clear about roles and responsibilities	75	81	67

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.

The activities are easy to run as a team, and where key development areas have been identified for a team, we would recommend running the activities over a course of several months in team meetings.

If there are activities you would like support with running, whether that be tips on how to run a session or if you think a facilitator external to the team would be better to run the session, please contact us at hr.learning@lse.ac.uk

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In terms of an external facilitator from Organisational Learning supporting you by leading a session, we have a very small offer for this and are often booked several months in advance, so the earlier you can get in contact the better.

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

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