



social care  
institute for excellence



UNIVERSITY OF  
BIRMINGHAM

## Appendix 1: Guide to planning and conducting interviews for work-based task 1: 360 degree leadership assessment

In this guide we have provided some further information and tips to help you undertake your work-based task.

### 1. Draft text to invite people for an interview

Dear...

I am participating in a leadership development programme run by the University of Birmingham and the Social Care Institute for Excellence.

The purpose of the programme is to support those who lead the practice of others to better understand their leadership and develop behaviours that will facilitate others to be strengths based in their work.

To help me identify my current strengths as a leader and my opportunities to further improve, the programme have asked me to meet with people who have experienced and / or observed my leadership.

This would take about 30 minutes and be an individual discussion between the two of us based on topics provided by the programme.

I will then use your and other responses to reflect on my current leadership practice and my areas for improvement.

Many thanks for your support

### 2. Conducting the Interview

The interview should take about 30 minutes and take place in person or through a digital platform. There are some important things to consider before, during and after the interview in order to ensure the interview process is appropriate and fit for purpose.

For example, it will be important to conduct the interview in a private space so that you are not interrupted and others cannot over hear what it being discussed. Gaining feedback directly on your leadership is not something many of us do within our work. It may therefore initially feel uncomfortable for you and the person being interviewed. It will be important therefore to put the person at ease at the beginning of the

interview. Ask them to be honest *and* constructive – this is a learning process not a judgement on your leadership abilities.

During the interview make brief notes of key points that are made. You could record the discussion but the other person will have to agree and there is a danger that they will feel it is a more formal process and therefore be more reticent to share their views. You will not be asked to provide copies of interview transcripts or other forms of detailed records.

Finish the interview by thanking people for their time and whether they would be willing to have a follow up discussion when the programme is finished.

Make sure that you have at least 30 minutes later in the day to write up your notes of each interview. This should include what the person said, what you felt, and any initial reflections on what you have learnt.

### 3. Interview guide

At the start of the interview, provide an overview of the purpose of the discussion and how you will use the information that is shared. Confirm to the person that they do not have to discuss a topic if they do not feel comfortable doing so and/or do not feel that they have any relevant insights to share. Emphasise that you want people to be honest but also constructive in their feedback as this is a learning exercise. Where relevant ask people to provide practical examples to illustrate why they hold their perspectives.

Not all interviewees will be able to discuss all the topics so select the ones that you think would be most relevant.

#### Topics/Questions

1. Am I someone that you would say is open to feedback? Do I ever seem to find difficulty in accepting criticism?
  - Why do you say that?
  - What has your experience of providing me with feedback been like?
2. Do I communicate a strong vision of what strengths-based practice looks like in my profession?
  - In what way?
3. How much importance do you see me practically place on co-production with people and communities in my work?
4. Do you see me as someone who recognises the strengths of others and encourages and supports them to build on these strengths?
  - Why do you say that?
5. Would you describe me as someone who advocates for change or someone who accepts the status quo?
  - In what way do you think I do that?
6. What do you think my main contributions are likely to be in the implementation of a new initiative?

7. How do I respond to situations in which the level of risk involved is causing stress to other people?
8. Would members of my team describe me as visible in my work and accessible to others?
  - In what way?
9. If you wanted to engage with an external partner organisation in the voluntary sector, would you approach me for advice on their role and how best to approach them? What about a partner within the NHS?
  - Why do you say that?
10. Do I give people the hope that in the future we will be better able to support people and communities?
  - In what way do you think I do that?
11. Finish by thanking people for their time and whether they would be willing to have a follow-up discussion when the programme is finished.