

FEEDBACK COACHING

INDIVIDUAL FEEDBACK

Making effective use of the feedback received is as important as collecting it. Thornhill's team of leadership development experts can help participants interpret and act on their reports to enhance performance and develop strong leadership skills. A key component of the 360° process is correct management of how feedback is communicated. The report feedback provides a valuable opportunity for individual developmental coaching and works best when combined with insightful feedback facilitation.

As per best practice and in order to gain maximum learning from the feedback process, it is recommended that the contents of the report are debriefed with the participant by a qualified HR practitioner/coach. This facilitator will go through the report with the participant to explain how to interpret the feedback and guide the creation of a personal development plan (PDP). Correct understanding of the results and the necessary action steps required is crucial for a successful development process.

After the initial feedback facilitation session, we encourage participants to continue the development conversation with their managers because it relates to their development within the workplace environment. Also, it is important for participants to have support for their behavioural change effort as well as an accountability partner during their development journey, and the manager could provide this support for the participant.

A **Second Touch** boosts results. About 90 days after the initial debrief session it is recommended that at least one follow-up session takes place with the coach in order to discuss progress on the PDP, and to embed insights and sustainable change. This Second Touch commitment encourages participants to maintain their focus on the action required to achieve the desired results. We also offer a suite of **"courselets"** - short practical instruction on the behaviours that correct bad habits associated with lower scores on a 360 profile.

Thornhill can facilitate feedback either onsite or online. We can also provide feedback facilitation training if required.



Fortune 500 research (Decisionwise, 2010) shows that of the 244 leaders interviewed:



34%

of those who **did not receive sufficient coaching** felt the 360° process was effective



87%

of those who **set goals** felt the 360° process was effective



94%

of those who **received coaching and set goals** felt the 360° process was effective

When the individual reports are ready, Thornhill typically recommends the following feedback facilitation process. The participant:

- has a one-on-one feedback coaching session with a Thornhill coach
- drafts a PDP based on the important areas identified in the report
- discusses and agrees the PDP action steps with his/her manager
- submits the approved PDP to his/her manager and the coach
- has a 90-day follow-up (Second Touch) session with the coach
- has a follow-up session with his/her manager to evaluate progress.

Development suggestions in the reports are created with Kolb's Learning Cycle in mind. They are based on adult learning principles, which encourage both reflection and application in order to help guide improvement. This approach is supported during the feedback facilitation process.

Feedback coaching can be a critical success factor in the 360° process. It is a personalised process which enables personal growth and improved performance, through bringing the participant into alignment with his/her goals while connecting these goals to the needs of the client organisation.

A feedback coaching conversation can help a participant to receive the feedback more openly, understand his/her thinking and emotions, and how these may lead to behaviours which can either enhance or hinder performance. Please note that these conversations are confidential, so any feedback from Thornhill to the organisation will be agreed beforehand.

Thornhill has a pool of highly qualified psychologists and coaches with a range of skills and competencies, and we select the individuals who are most appropriate for the project. Final selection of coaches will depend on availability.

TEAM FEEDBACK

In addition to individual feedback coaching sessions, a team feedback session in which the overall group results shown in the Group Summary Report are discussed may also be valuable in order to develop organisational objectives.

WORK WE HAVE DONE

Thornhill's online multi-rater feedback system is flexible and allows for many different possible functions. We have run a variety of projects to meet the unique and specific requirements of each client. Some examples follow:

- A large firm needing a consistent feedback process for managers throughout Africa
- A company that needed a process for providing managers with feedback for their South African and North American operations. Thornhill helped the HR director write questions based on their company values, administered it on both continents, and then provided one-on-one feedback coaching, using the company's video conferencing facilities.
- Business schools offering customised programmes for client companies
- A business school needing to enable MBA study group members to provide feedback to each other on their group skills and general performance half-way through the year
- Coaches needing to provide clients with leadership feedback
- A global organisation requiring their questionnaire to be translated into different languages
- A psychometric test provider needing an efficient and cost effective engine for a 360 version of its web-based test
- A company wanting to create their own questionnaires for different departments, using a database of their own questions
- A training company that needed pre and post assessments of participants' competence in the dimensions they were training
- A company needing to sample opinions in certain departments midway between climate surveys
- A consulting company that needed to offer its clients branded, customised 360° feedback as part of an organisational development intervention
- A partnership needing an online process for electing a governing board that was fair, independent and could offer two rounds of voting without an interval. Thornhill instantly provided a short list for a second round of voting.
- A large retail company requiring a leadership survey
- A law firm wanting evaluations for senior associates applying for partnership
- A large firm needing an internal transformation and employee survey
- A multiple stage online system for screening applicants for high profile leadership development programmes in the banking sector
- A major bank needing an ongoing quarterly upward feedback survey for managers throughout Africa
- A university needing a customised 360° questionnaire, and the results from another questionnaire they had administered to be included in the final individual 360 feedback report
- A multinational mobile telecommunications company wanting a customised competency assessment tool for their managers
- An economics-based consulting firm requiring an upward feedback process
- A plastics manufacturer requiring customised employee opinion and customer satisfaction surveys
- Team performance reviews to identify each team member's role and contribution
- A global professional firm requiring a customised ethics line reporting tool
- An emotional intelligence organisation requiring customised systems and questionnaires.

Thornhill is willing to consider your request, even if it is not described here. Please send an email to admin@thornhill.co.za and let's discuss how we can best enable you to help your executives grow and add even more value to your business.

Improving performance through feedback