

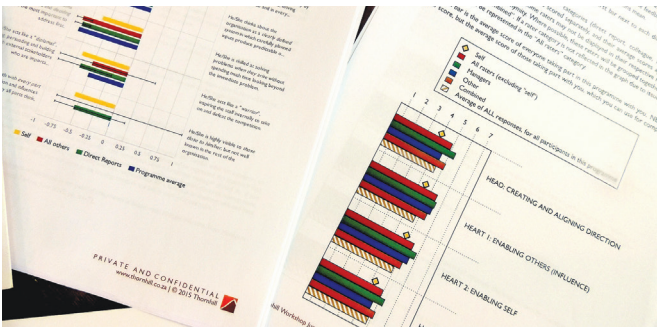
STANDARD QUESTIONNAIRES AND REPORTS

INDIVIDUAL FEEDBACK

Thornhill offers the option of using an existing questionnaire for administration to a group or an individual, or creating a customised questionnaire for exclusive use in your organisation.

We have a selection of tested off-the-shelf leadership questionnaires for different management levels:

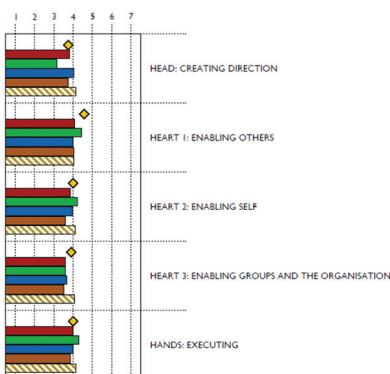
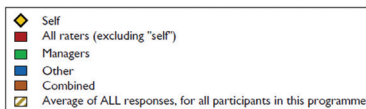
- **First Line Manager (FLM):** This entry level management questionnaire is an efficient way to get effective feedback for junior managers in your organisation.
- **Thornhill Leadership Survey 3.0 (TLS):** This questionnaire is designed for use with leaders at middle to senior management level.
- **Senior Leadership Survey (SLS):** This is for leaders at senior management level responsible for a business or business unit.
- **General Management Survey (GMS):** This reflects the particular behaviours expected of general managers at executive level.
- **Human Resource Manager (HRM):** This specialist questionnaire is for senior HR professionals.



INDIVIDUAL REPORT

The standard reports use the Head, Heart and Hands model, which reflects an eclectic perspective on leadership effectiveness, designed to make intuitive sense, cover the most important aspects of observable leadership, and thus to be most useful in management development.

DIMENSIONS OF LEADERSHIP



Thornhill provides individual reports, generated in real-time, for the participants. The report provides leaders with anonymous feedback from their peers, direct reports, and others. The leader also rates him/herself to provide a comparison that helps to increase self-awareness and facilitates development. The report provides a detailed breakdown of responses, organised by the rater category.

These reports provide an overall profile and a detailed analysis of the ratings on each item, plus comparison tables to identify trends. Additional report features include the following:

- The items in the graphs and tables are ranked in descending order from those rated most highly by all raters at the top of the page, so that the leader can see easily which resources to draw on to be most effective.
- The range between the highest and lowest ratings on each item is also shown.
- Certain sections of the report display an average rating for all responses received in the group of which the participant is a member – usually colleagues in their organisation. This rating can be used to compare a participant's performance against the average result obtained for the group. Where possible, we have also included a norm for everyone who has ever taken the questionnaire, to allow a comparison between the company's managers and the global norm.
- To facilitate the creation of a Personal Development Plan (PDP), the report highlights strengths and development areas relative to other questions and to the average of all leaders, as well as areas where the self-rating differs substantially from other responses.
- Priority items that participants and managers regard as particularly important for the job are also reported.
- To gain maximum learning from the feedback process, a PDP template is included for completion to encourage action steps on the important areas identified in the report.
- Development suggestions, created with Kolb's learning cycle in mind, are provided to help guide improvement.
- Open-ended questions are included because the comments written by raters provide insight into what lies behind the ratings.

At least three people (other than the participant) need to provide feedback before a report can be generated. The more responses received however, the more likely you are to generate a rich report. Note that to preserve anonymity, the report will only display a category if there are at least three raters in that category. The exception to this is the manager, who may choose whether to have his/her responses displayed separately or, if not, combined with the others. Furthermore, the report will not display a category if it leaves an isolated rater whose responses could consequently be calculated.

COMPARISON REPORT

The comparison report is a third individual report, which is used to compare two individual reports generated at different times. It shows changes which have taken place since the first administration so that one can easily track progress.

TEAM FEEDBACK

Thornhill offers two different kinds of feedback for use by a team.

GROUP SUMMARY REPORT

The Group Summary Report is available when all members of a group have completed 360s.

The **Group Summary Report (GSR)** is created in a format similar to the individual report and shows combined average scores. This is used to determine the overall strengths and development areas of the team, rather than the individual. Discussing the overall group results and trends in a team feedback session is valuable for developing organisational objectives.

When the individual members of a team have received individual feedback, they have the option of reviewing together the profile of the whole team, highlighting behaviours where on average they have all received relatively high ratings, and those behaviours on which they have been rated lower. This indicates the relative strengths of the team as seen by their raters, and leads to a discussion of what they can do to harness their strengths and allow for their weaknesses in working together and creating an impact as a team.

This session is run by a facilitator and lasts for 90 minutes. The report shows averages of all the feedback they have received. No one member's individual strengths or development areas are revealed and confidentiality is thus maintained. During the discussion members of the team may choose to raise specific feedback they received in their 360s, but that is not required and is not the aim of the session. The aim is to understand how they come across as a group. This would be of interest to a leadership team who want to know how their leadership comes across to others in the organisation.

The main value in the session is the opportunity to review together what their performance impact is as a team and to come up with steps they can take jointly to function more effectively. It complements and follows the personal feedback each has received.

The process would typically be as follows:

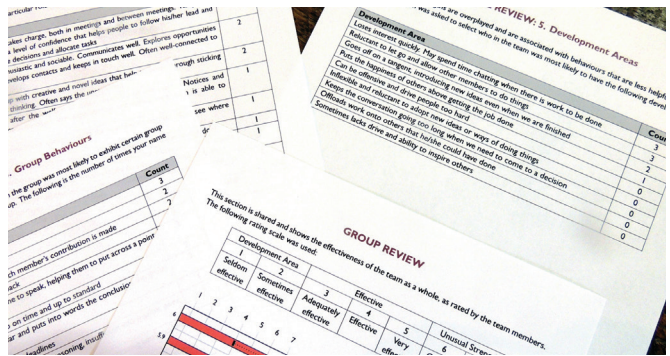
- Participants and their raters (manager, peers, and direct reports) complete the 360° questionnaire online on the Thornhill system.
- Participants receive their reports, usually in a one-on-one interview with a coach who helps them understand the feedback and identify personal development goals.
- After each member has had this private review, they all meet with a facilitator to review and discuss the report of the averages of all their scores.

TEAM QUESTIONNAIRE

An entirely different approach, that involves feedback within the team only, is to complete the Thornhill Team Performance Review.

Team Performance Review (TPR): This questionnaire enables work teams to review how effectively they are operating as a team and also to provide feedback to each other on their contributions to the team process and the roles they play. It thus combines three inputs that teams find useful:

- Review of team effectiveness
- Team roles
- Individual behavioural feedback



This is designed specifically for use within teams and is different from individual 360 feedback, although it does include individual feedback on team roles and contributions. Members of the team complete a questionnaire in which they review the effectiveness of the team as a whole, followed by open-ended comments on each member and then three tables to identify what behaviours and roles each member contributes. Each member receives a personal report which contains a shared section covering the team's performance as a whole, plus a private section describing how team members viewed that team member's role and contribution.

The facilitator takes the team through a two-hour process in which each member's profile is discussed, feedback clarified, and connections made to how well the group functions when working together, after which the team is helped to identify action steps for how the team can function more effectively in the future.

This approach is focused on how the team operates as a group and does not include feedback on performance from others outside the team. It is helpful when effective team work is required.

The steps are as follows:

- Members complete one questionnaire online in which they give feedback to all other members of the team.
- The team meets with the facilitator to receive their reports and conduct the review described above.

Improving performance through feedback