



Customisable online multi-rater feedback systems

IMPROVING PERFORMANCE THROUGH FEEDBACK

The Purpose of Thornhill Associates is to help people become more effective and fulfilled at work through providing technology-supported methods for personal development.



Thornhill Associates provides customisable online multi-rater feedback systems with accompanying consulting and coaching services, mostly for the purposes of management development. We combine professional organisational psychology insight with innovative software systems to offer both standard and bespoke solutions to organisations, business schools and executive coaches. We have successfully administered over **434 000** questionnaires since 2003, helping thousands of leaders receive feedback in ways that lead to personal growth and more effective performance.

MORE ABOUT US

Thornhill's competencies support its core business of customising online multi-rater feedback systems for clients. We pride ourselves on having staff that are highly competent in a broad range of areas. We have many years of experience and our competencies include organisational psychology, leadership development, coaching, software development, and online questionnaire administration.

The blend of psychology, software development, and administration expertise in a small team allows us to listen closely to the needs of clients and create highly customised solutions. This, together with our experience with 360° feedback, makes us well-placed to help you design a questionnaire and report that will best assist participants, while avoiding the pitfalls that can lead to misleading results.

The majority of our clients are based in South Africa, but Thornhill has also served clients in the US, Europe, Asia, Africa and the Middle East. Our system allows for translation of questionnaires into any language.

Although our core business is 360° feedback, we do offer a wide range of other customised services.

KEY STRENGTHS

Our business model has several key strengths:

- **Affordable:** we use online automated processes as far as possible, in order to keep costs to you low
- **Supportive:** our admin team supports you through each step of implementing a project in your company
- **Professional insight:** we combine software development with professional organisational psychology insight
- **Off-the-shelf or custom solutions:** we can create questionnaires and reports to meet your specific needs, branded with your logo.

We are dedicated to collecting high-quality confidential feedback based on informed consent. As such, ensuring the privacy of participants and raters, and the confidentiality of the information provided, is vital to us.

360° FEEDBACK

Our 360° feedback system allows people to gather information about themselves online, through a self-questionnaire and a questionnaire sent to others, in a professional way that allows for anonymity.

It is called 360° feedback because it invites feedback from people all around you in your work context - above (manager), below (direct reports) and from the sides (peers, others). The feedback from each of these groups is collated into a report that highlights strength and development areas in a person's leadership and interpersonal abilities. Questions are typically multiple choice, allowing scores to be compared across items, with optional open-ended questions for comments.

	Seldom effective	Sometimes effective	Adequately effective	Effective	Very effective	Often a strength	Always a strength
1. Steps forward to take the initiative unprompted, regardless of his/her formal position	<input type="radio"/>						
2. Encourages realism in decisions by finding and facing the truth, even when it is unpleasant	<input type="radio"/>						

BENEFITS OF 360° FEEDBACK

Leaders become more effective in achieving their goals when they gain insight into what they are doing well and what they still need to learn to do well. How others perceive them can contribute valuably to this insight, but research shows that most people are quite poor at accurately recognising how they come across to others.

ADMINISTRATION OPTIONS

We offer clients the option of selecting raters for participants or allowing participants to select their own raters.

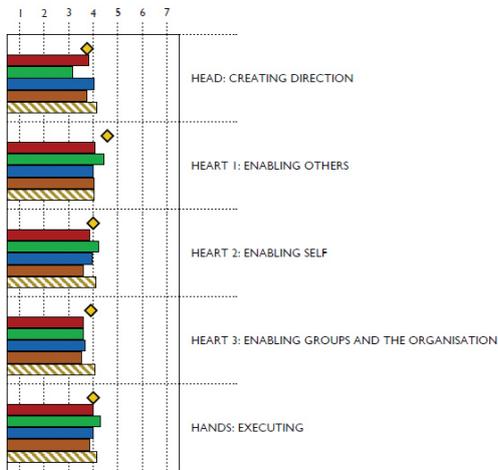
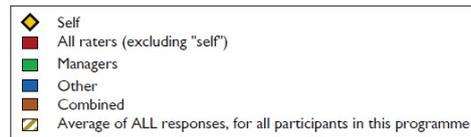
TESTED OFF-THE-SHELF SOLUTIONS

Thornhill offers a selection of tested off-the-shelf 360° leadership questionnaires for different management levels:

- **First Line Manager (FLM):** Entry level management questionnaire for junior managers
- **Thornhill Leadership Survey 3.0 (TLS):** Leaders at middle to senior management level
- **Senior Leadership Survey (SLS):** Senior management level responsible for a business or business unit
- **General Management Survey (GMS):** General managers at executive level
- **Human Resource Manager (HRM):** Specialist questionnaire for senior HR professionals.

Our standard **individual 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



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

There are **key benefits** to using Thornhill's standard questionnaires and reports:

- Off-the-shelf solutions with no consulting or development costs
- Based on the tried and tested TLS questionnaire and clear final report, that have helped thousands of leaders
- Anonymous feedback, combining responses from several raters
- Entirely online – a quick and convenient feedback process
- Cost effective, saving both money and your time.

TEAM FEEDBACK

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

- **Group Summary Report (GSR):** Shows combined average scores and is used to determine the strengths and development areas of the group. This is valuable for developing organisational objectives, and is an optional add-on following the individual feedback.
- **Team Performance Review (TPR):** Teams review how effectively they are operating as a team, and provide feedback to each other on their contributions to the team and the roles they play. 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.

CUSTOMISED SOLUTIONS

We specialise in creating customised solutions for clients that meet their specific needs. You can adapt our standard questionnaires or create a new one based on your company's priorities, and we can advise you on the design of questions and report formats. Thornhill offers a range of different formats that can be applied and we can create new formats. We can also include the results from other questionnaires in the final customised report. Questionnaires, emails, and reports can be branded with your logo.

SURVEYS

Thornhill offers the option of running surveys which allow raters to provide feedback on an organisation instead of an individual.

We also offer a short ongoing survey for organisations:

- **Pulse:** Provides companies with a monthly check on the health of their organisation. This is a quick check on risk factors, including business risk, governance failures, and staff morale, thus enabling further investigation if a risk is revealed.

RECURRING QUESTIONS



HOSTING

The Thornhill platform is hosted on our server. Our multi-rater feedback system is flexible so questionnaires can be seamlessly integrated with your own internet site, while retaining the security and confidentiality of storing the feedback on Thornhill's server.

FEEDBACK COACHING & COURSELETS

Making effective use of the feedback received is as important as collecting it. A key component of the process is correct management of how feedback is communicated. As per best practice and in order to gain maximum learning from the process, it is recommended that the report is 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). Thornhill can facilitate feedback either onsite or online. We can also provide feedback facilitation training if required.

A **Second Touch** boosts results, so we offer a follow-up session to discuss progress on the PDP, and to embed insights and sustainable change. This encourages participants to maintain focus on the action required to achieve 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.



SUMMARY OF WHAT WE OFFER

Examples of the services we offer:

- **Company 360s for groups or individuals:** We can run 360° feedback projects for you anywhere in the world for one person or for groups of any size, using either our or your own questions.
- **Customised questionnaires and reports:** You specify the wording of the questions and the report format, and we will advise on the design to achieve the desired outcome. We can also brand the questionnaire and report with your logo.
- **In-house systems for companies or coaches:** Thornhill can create your own customised online administration system to manage the entire process yourself, using your own branded questionnaires.
- **Admissions screening:** We can provide an online system for screening applicants for a management programme, combining the application, recommendations and testing in one convenient package.
- **Integration into other systems:** If you would like to seamlessly integrate a questionnaire into an online system, we can do this through a web-service based approach.
- **Custom-made systems:** Our system is flexible and allows for different functions, e.g. we have run online elections for the board of a financial services firm, and we have developed a multiple stage online system for screening applicants for business school courses.
- **Surveys:** We can run surveys where raters provide feedback on an organisation instead of an individual.
- **Feedback from an executive coach and courselets:** If you need someone to help your executives interpret the report and create a personal development plan, we have experienced coaches to facilitate the feedback. We also offer a suite of “courselets” – short practical instruction on the behaviours that correct bad habits.

We are 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.

WHY THORNHILL?

- Thornhill has an excellent track record
- We have years of experience in leadership development
- Our products and services have been used successfully in a broad spectrum of businesses
- We can create questionnaires and reports to meet your specific needs, branded with your logo
- Thornhill's tried and tested clear final reports provide reliable results that can be used with confidence
- We encourage the creation of personal development plans which help to focus action steps to achieve results
- We help leaders gain insight into how their self-perception differs from that of raters, which is critical for effective leadership
- Our questionnaires provide extensive coverage of all aspects of leadership and key competencies required of effective managers
- Our feedback process allows managers to understand what skills are required in the job role and what behaviours lead to success
- We offer both standard and bespoke solutions
- Our multi-rater system allows for translation into any language
- Our feedback coaching service is a key component to maximise the outcome of the process
- We only charge for participants receiving feedback. There is no charge for the raters providing feedback
- Thornhill provides the option of tracking improvement over time when comparing pre and post administrations
- We offer a cost effective, convenient, confidential and quick way to get effective feedback for leaders at different levels
- We combine professional organisational psychology insight with innovative software development and administration expertise
- We enable the identification of strengths and development areas, so strengths can be used as resources to improve effectiveness
- We use automated processes to provide an affordable service, combined with prompt and efficient expert support from our team

CLIENT FEEDBACK

“The leadership survey was exactly what we needed to start our process ... The reports have enabled everyone to identify areas for development, as well as strengths that weren't evident to participants previously. This has resulted in meaningful PDPs being drawn up ... you have facilitated this process seamlessly, even working after hours to ensure that our requests were met. We have so many projects on the go at the moment, and ... this one has been the most successful! Thank you so much for facilitating the process so well.” – HEAD OF HR, TEBA

“Very happy with the quality and suitability and it has definitely focused on the outputs needed for the Executive leadership process and self-insight. It has given the team significant info to see what they do well and what can be enhanced... Exceptional service and very helpful. I felt completely supported... and certainly made my job so easy... I got everything that I needed ito delivering a professional service to our client.”
– OD MANAGER & PSYCHOLOGIST, OPTIMA

“Thank you very much for making it seem that you are only working for us! Your very customised approach is much appreciated and considering that our working days/ hours don't match with one another, you were always prompt in turning around things. A lot of options, ideas and suggestions were made available to us. This agility that the Thornhill team brings to the process is important ... Thank you for the true partnership. There has been much advice offered to me throughout the entire process which has been very useful. Keeping this door open with us as a client is a service that is most valuable and reflects on your expertise and dedication towards your tools and practice.” – PERFORMANCE & ENGAGEMENT MANAGER, KPMG UAE

“Thornhill were very accommodating in assisting us in customisation of our survey. The service delivery was great... always willing and available at all times of the day and into the evening as well! You always responded timeously to our requests and also kept me in the loop regarding deadlines and information required from me.”
– HR DIRECTOR, ST STITHIANS

“The FLM reports speak to the total person at the work place. The open feedback from an individual's relations at the work place provide a great opportunity for self-transformation... I commend the well thought graphical and easy to use reports... Outstanding support service. The team was on-point. All the needed support was spot on consistently.”
– HEAD OF HUMAN CAPITAL, EA, REAL PEOPLE KENYA

“Efficiently handled ... The process has really assisted in streamlining the feedback to the management team. Individuals are now able to compare at a glance what shifts have taken place between cycles.”
– HR MANAGER, GENESIS ANALYTICS

“It is a pleasure to work with the team as they are very efficient and provide excellent quality of service. Safripol is completely satisfied with the service we receive from Thornhill. The people we deal with are very knowledgeable and professional at all times.”
– OFFICE MANAGER, SAFRIPOL

