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Thornhill specialises in helping you to develop effective leaders and improve their performance through 360° feedback. ***Investing in your leaders results in successful organisations and happier employees.***



Developing high performing leaders through feedback

Thornhill provides customisable online multi-rater feedback, surveys and screening systems with expert guidance and dedicated support, as well as accompanying consulting and coaching services for leadership development. We combine experienced professional organisational psychology insight with innovative software systems and attentive 360° feedback services. We offer both standard and bespoke solutions to organisations, business schools, consultants and executive coaches, using our questionnaire or yours.

If you run repeated 360s or surveys, we can offer a self-administration system. Users follow a wizard to set up the project, including editing emails, setting the schedule and loading participants. You can then monitor progress and draw reports.

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EXPERIENCE AND PROFESSIONAL INSIGHT

A HIGHLY COMPETENT TEAM WITH MANY YEARS OF EXPERIENCE ROOTED IN ACADEMIA

We combine professional insight with innovative software and administration expertise. Our competencies include:

- Leadership development
- Organisational psychology
- Feedback coaching and training
- Software development
- Online 360° and survey administration

ATTENTIVE AND SUPPORTIVE SERVICE

WE LISTEN CLOSELY AND RESPOND QUICKLY AS IF WE WORK EXCLUSIVELY FOR YOU

Our team expertly guides and supports you through the process. Clients compliment us for providing a service that is:

- Professional
- Ethical
- Prompt
- Efficient
- Courteous

FLEXIBLE AND RELIABLE OPTIONS

OUR DEVELOPMENT TEAM PROVIDES FLEXIBILITY TO MEET YOUR SPECIFIC NEEDS

Standard and bespoke solutions using our questionnaire or yours, that can be branded with your logo and used with confidence:

- Tested and honed 360° questionnaires for different management levels
- Easy-to-read Head, Heart and Hands reports with development plan templates
- Customisation based on your priorities
- Expert guidance to avoid misleading results
- System allows for language translations

360°

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Thornhill has successfully administered over ***958 000 questionnaires*** since 2003, helping thousands of leaders receive feedback resulting in personal insight, powerful transformation and more effective performance.

Our core business is 360° feedback and leadership development, and we offer a range of solutions from questionnaire hosting, to instrument design, running surveys, and debriefing feedback using qualified coaches.



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Thornhill's multi-rater feedback system enables you to gather information in a professional way that allows for anonymity. It is called 360° feedback because it invites feedback from people all around you - above (manager), below (direct reports) and 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.

BENEFITS

Leaders become more effective in achieving their goals when they gain insight into what they are doing well and what they still need to develop. 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. We help leaders gain insight into how their self-perception differs from that of their raters.

TESTED OFF-THE-SHELF SOLUTIONS

Thornhill offers a 180° questionnaire and a selection of tested off-the-shelf 360° leadership questionnaires for different management levels:

- **EFFECTIVENESS AT WORK**
  A 180° questionnaire focusing on important work behaviours for participants who do not have direct reports
- **FIRST LINE MANAGER**
  Entry level management questionnaire for junior managers
- **THORNHILL LEADERSHIP SURVEY**
  Leaders at middle to senior management level
- **SENIOR LEADERSHIP SURVEY**
  Senior management level responsible for a business or business unit
- **GENERAL MANAGEMENT SURVEY**
  General managers at executive level
- **HUMAN RESOURCE MANAGER**
  Specialist questionnaire for senior HR professionals
- **LEADING WOMEN SURVEY**
  Designed specifically for women leaders
- **SCHOOL LEADERSHIP QUESTIONNAIRE**
  Designed specifically for use in schools

Our standard 360° individual reports use the Head, Heart and Hands model, which covers the most important aspects of observable leadership and thus are most useful in management development.

We also offer comparison reports – a third individual report showing changes which have taken place to easily track progress.

There are key benefits to using our questionnaires and reports:

- Off-the-shelf solutions with no consulting or development costs
- Tried and tested questionnaires and clear final reports
- Anonymous feedback, combining responses from several raters
- Entirely online – a quick and convenient feedback process
- Cost effective, saving both money and your time.



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TEAM FEEDBACK

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

- **360˚ GROUP SUMMARY REPORT:**
  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:**
  Teams review how effectively they are operating as a team, and provide feedback to each other on their contributions and the roles they play. This is designed specifically for use within teams and is different from individual 360° feedback, although it includes individual feedback on team roles and contributions. We also have a version for virtual teams.

- **TEAM EFFECTIVENESS SURVEY:**
  Teams, syndicates and other learning groups improve their performance by reviewing how effectively they operate as a team. This is designed specifically for use within teams and there is no individual feedback.

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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 priorities, and we can advise you on the design of questions and reports. Thornhill offers a range of formats that can be applied and we can create new formats. Questionnaires, emails and reports can be branded with your logo.

FEEDBACK COACHING

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 coach/HR practitioner. 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. We can facilitate feedback either onsite or online, and provide feedback facilitation training.

SURVEYS

Thornhill offers surveys which allow respondents to provide feedback on an organisation instead of an individual. We provide access to two standard surveys (Engagement and Climate) which can be customised to meet your specific needs.

We also offer a short ongoing Pulse Survey which provides a monthly check on the health of an 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.

HOSTING

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

SCREENING SYSTEM

Thornhill offers an online screening system, with supporting tools and templates, to screen candidates for any executive/management search/development programme for companies and business school courses. It combines the application process and a timed case study assessment in one convenient package, to determine the suitability of the prospective candidate for the programme/role.

ETHICS HOTLINE PLATFORM

Thornhill provides a safe whistleblowing platform where users can report ethical violations anonymously, via a static URL to a web form. Reports are immediately and securely sent through to a client-provided email address.

PERSONAL DEVELOPMENT PATHWAY

We transform traditional personal development plans into dynamic Personalised Development Pathways that drive behaviour change in the flow of work. Following 360° feedback, each leader receives 90 days of daily WhatsApp microlearning - personalised knowledge nuggets, Socratic questions, practical examples, and suggested actions customised to their specific development areas.

LEADERSHIP DEVELOPMENT PROGRAMME

This is a comprehensive, evidence-based three-month programme that combines 360° feedback, personalised learning pathways, and professional coaching to drive sustainable leadership behaviour change. Participants receive a 360° feedback assessment, three one-on-one coaching sessions at critical points in their journey, and the 90-day Personal Development Pathway with daily WhatsApp microlearning. Designed for leaders at all levels - from first-time managers to high-potential senior leaders - the programme delivers measurable behaviour change at a fraction of traditional management development programme costs, and is B-BBEE compliant under Category G.

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SUMMARY OF WHAT WE OFFER

- **360s for groups or individuals:** We can run 360° feedback projects anywhere in the world for different management levels
- **Customised questionnaires and reports:** You specify the questions and report format, and we brand them with your logo
- **Team Performance Review:** Teams review how effectively they operate and give feedback on individual contributions
- **Feedback coaching:** Experienced coaches facilitate the feedback to help interpret the report and create a personal development plan
- **In-house systems:** We can create a customised system to manage the process yourself, using your branded questionnaires
- **Surveys:** We can run surveys where respondents provide feedback on an organisation instead of an individual
- **Custom-made systems:** Our system is flexible and allows for different functions, e.g. we have run online board elections
- **Governing Body Assessment:** For a board or governing body to assess its performance and identify areas for improvement
- **Personal Development Pathway:** To transform traditional static personal development plans that drive behaviour change
- **Leadership Development Programme:** Comprehensive, evidence-based programme to drive sustainable leadership development.

WHY THORNHILL?

- Thornhill has an excellent track record, with years of experience in leadership development
- Our questionnaires provide extensive coverage of all aspects of leadership and key competencies required of effective managers
- Thornhill's tried and tested clear final reports provide reliable results that can be used with confidence
- We provide personal development plan templates which help to focus action steps to achieve results
- Our feedback coaching service is a key component to maximise the outcome of the process
- We can create questionnaires and reports to meet your specific needs, branded with your logo
- Our multi-rater system allows for translation into any language
- 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 management levels
- We combine professional organisational psychology insight with innovative software development and administration expertise.

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CLIENT FEEDBACK

"Thank you very much for making it seem that you are only working for us! Your very customised approach is much appreciated and considering our working days/hours don't match, you were always prompt... A lot of options, ideas and suggestions were made available. This agility that the Thornhill team brings to the process is important... Thank you for the true partnership. There has been much advice offered throughout the process which has been very useful... a service that is most valuable and reflects on your expertise and dedication." *– PERFORMANCE & ENGAGEMENT MANAGER, KPMG UAE*

"Thornhill provided a professional and technically excellent service. They managed the process effectively without any delays or errors, and produced and presented a helpful overall report to our executive team. I have found their approach to be helpful and professional throughout." *– HR EXECUTIVE, SENTECH*

"I have found the service levels from Thornhill to be exceptional. Their service is prompt, efficient and friendly and turnaround times are quick. Thornhill have the capability to develop customised questionnaires... and they were able to deliver a high quality product that was tailored to the leadership capabilities and took best practice into account." *– MANAGING DIRECTOR, KIM REY & ASSOCIATES*

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

"Very happy with the quality and it has definitely focused on the outputs needed for the 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 I needed ito delivering a professional service to our client." *– OD MANAGER & PSYCHOLOGIST, OPTIMA*

"Thornhill provided a very professional and helpful service. They have the capabilities to customise 360° assessments and always deliver their services on time and accurately... They embody a "Can Do" attitude and are an absolute pleasure to work with... their professionalism and passion for great work is always felt. I have found their approach to be most helpful and professional. I have no hesitation in recommending Thornhill." *– SENIOR MANAGER: CULTURE DEVELOPMENT, MTN GROUP MANAGEMENT SERVICES*

"Thornhill provide a professional, helpful, and very responsive service. They have the capabilities to customise 360° assessments, the intellectual understanding of core behavioural competencies required in business management and leadership, and they always deliver their services on time and accurately... supportive and professional and I have no hesitation in recommending Thornhill." *– ASSOCIATE DIRECTOR: PERSONAL AND APPLIED LEARNING, GIBS*

"We found Thornhill's service levels to be highly satisfactory and professional at all times... very accommodating and cooperative... always guaranteed that all information will be treated as highly confidential... experienced resources to manage the assessment process, together with professional coaching services to assist with the individual development plans." *– HR OFFICER, SRK CONSULTING*

"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*

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Grow your leaders and add more value to your business.

CONTACT US

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or contact us on **admin@thornhill.co.za**