

First Line Manager | Fact Sheet

AUTHOR	PURPOSE	DESIGN	DELIVERY	TIME
Jonathan Cook	To assess and develop managerial and leadership capabilities for junior managers	57 items rated on a 7-point scale (seldom effective; sometimes effective; adequately effective; effective; very effective; often a strength; always a strength), plus comment boxes to provide insight into what lies behind the ratings	Automated online administration of questionnaire and clients can print PDF reports at any location world-wide	15 minutes to complete

*This off-the-shelf Thornhill 360° **entry level management** questionnaire is the quickest way to get effective feedback for **junior managers** in your organisation. This questionnaire is a variant on the Thornhill Leadership Survey, which represents years of experience in leadership development and has been used successfully in a broad spectrum of businesses. This adaptation provides extensive coverage of all aspects of leadership and key competencies required of effective junior managers and leaders.*

It contains a list of observable behaviours, which describe performance rather than trying to explain it. This has a number of advantages:

- » There is no mystification of the feedback – the person receiving the information simply knows how other people observe him/her, and thus can decide for him/herself what to make of it.
- » There is a direct and obvious link to what is expected of the person on the job.
- » The list of items provides a checklist of leadership behaviours that can be used in training and can be integrated with performance management.

The intention of behavioural statements is to point people in the direction of effective performance in a particular context. The person receiving the feedback can be helped to interpret the meaning and significance of what is said in terms of the environment he/she shares with the observers, and his/her personal goals.

THE MODEL (Head, Heart and Hands)

The model in which the items are grouped (Head, Heart and Hands) 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.

This questionnaire describes five aspects of leadership summed up under Head, Heart and Hands.

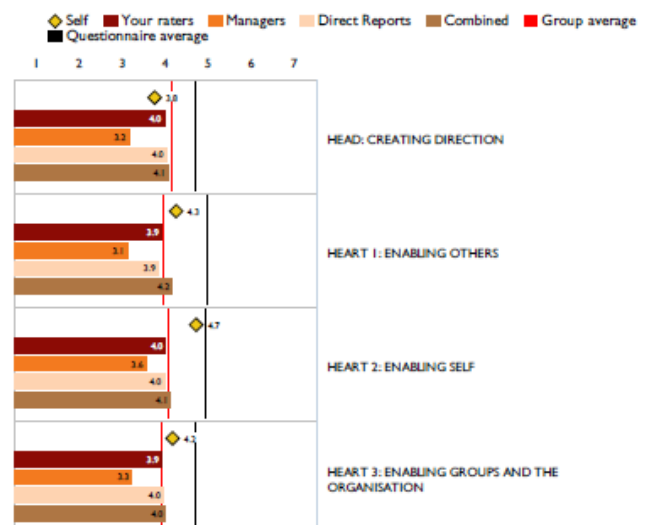
- » **Head** represents the concern for direction. It comprises behaviours by which the leader understands business, sets direction, solves problems and makes decisions.
- » **Heart** represents the concern for energy, and is divided into three categories: Enabling Others, Enabling Self, and Enabling Groups and the Organisation. The first two are associated with the interpersonal and personal aspects of leading with emotional intelligence respectively, while Enabling Groups and the Organisation deals with the effective use of influence and ensuring that people can work together constructively.
- » The dimension called **Hands** represents the concern for achieving goals. It deals with holding people and processes accountable and ensuring that they are developed.
- » Finally, there is a graph of **Leadership Impact** items. These are not organised into categories, but indicate what people feel when they are with the leader - the essence of what a leader seeks to achieve.

360° FEEDBACK REPORT

The report provides leaders with anonymous feedback from 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 an overall profile and a detailed analysis of the ratings on each item, comparison tables to identify gaps and trends, group and questionnaire norms, ranges, and other useful features. Priority items that participants and managers regard as particularly important for the job are also reported.

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.

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.



YOUR RATINGS VERSUS THE OVERALL NORM

This table shows up to six items (plus possible ties) with the greatest difference between your raters' scores, and the average of all scores for the group, where your raters' score is higher. These may be items which are particular strengths relative to the rest of the group.

Question text	Self	Your raters	Group average
 When I am with this person I feel respected	2	4.91	3.75
 Has a good external network to draw on when it is necessary to tap into the ideas or experience of others	5	4.73	3.89

To facilitate creating a personal development plan (PDP), the report highlights strengths and development areas relative to other questions and to the average of all leaders, and areas where the self-assessment differs markedly from other responses. A PDP template is included for completion, and development tips and suggested resources are provided to guide improvement.

AREAS OF APPLICATION

- » To provide insight into an individual's leadership behaviours across all aspects of leadership and key competencies
- » To facilitate the learning, development and performance of junior managers
- » A foundation for executive coaching and/or mentoring and personal development plans
- » A feedback tool for executive development programmes, as well as assessment and development centres
- » An assessment for promotion and placement of junior managers
- » Pre-and-post leadership measures can be used to assess the impact of interventions.

KEY BENEFITS

- » Off-the-shelf solution with no consulting or development costs
- » Based on the tried and tested Thornhill Leadership Survey and a clear final report that has helped thousands of leaders
- » Anonymous feedback, combining responses from several people
- » Entirely online – quick and convenient
- » Cost effective, saving both money *and* your time
- » Easy to interpret report that can be debriefed by any qualified coach or psychologist.

ADDITIONAL OPTIONS

Making effective use of feedback is as important as collecting it. Thornhill's team of leadership development experts can help recipients of feedback interpret and act on their reports, in individual or group settings, either onsite or online.

Materials can be branded with your corporate identity and worded to fit into your leadership development programme.

This questionnaire can be adapted to reflect your company's current priorities. Thornhill consultants can provide advice on question items and report formats, and our development team can customise questionnaires and reports to meet your specific needs.

Thornhill offers a 180° questionnaire and a selection of tested off-the-shelf 360° leadership questionnaires for different management levels, from entry level management through to general managers at executive level, as well as team questionnaires.