

Thornhill Senior Succession Planning | Fact Sheet

PURPOSE	DESIGN	DELIVERY	TIME
Identifying talent for the top. To assess the development needs of candidates for senior leadership positions in order to create an appropriate training programme, and to measure progress over time.	<i>The company selects key senior leadership qualities from Thornhill's item bank to create a 360° questionnaire for candidates commencing the succession planning process. The company creates a development programme based on the report, and progress is measured through follow-up 360° assessments.</i>	<i>Automated online administration of the questionnaire. PDF reports can be printed at any location world-wide.</i>	<i>Consulting time to assist the company with the ideal senior leader profile and questionnaire design: 2-4 hours. 15 minutes to complete the questionnaire.</i>

*A customised 360° questionnaire, designed for use with candidates being groomed for **senior leadership positions**, is the quickest way to get effective feedback in your organisation. This questionnaire provides extensive coverage of key qualities required of successful senior leaders. An appropriate development programme is created based on the report, and progress is measured through follow-up 360° assessments.*

BACKGROUND

Selecting the right senior leadership for a company is one of the most important responsibilities of a board of directors. For many companies, it has become a priority to promote this leadership from inside their existing pool of talent. This poses a vital challenge: How to define the qualities required to lead the company, and ensure through the succession planning process that the most appropriate candidates are selected and acquire the full range of capabilities before assuming top leadership positions.

THE PROCESS

There is no such thing as the ideal CEO or COO. There is just the right person, for **this** company at **this** time. Thornhill has developed an item bank of qualities to assist companies to draw a portrait of the person they need now for senior leadership positions. The qualities are grouped under three key headings:

- » What must the leader **know**?
- » What must the leader be able to **do**?
- » What kind of person do you need your leader to **be**? (What personal qualities and values should s/he display?)

Step 1: The Identikit

A Thornhill consultant works through the item bank with you to develop an "identikit" of the ideal leader for your company. Thornhill develops and administers this customised 360° questionnaire, which is designed specifically to assess how well candidates for senior leadership positions exhibit and embrace the key qualities selected by the company.

Step 2: The Assessment

This questionnaire is completed by the candidates, their peers, direct reports, and their current line manager, or selected senior managers. The candidate's report identifies where s/he already meets the established criteria as well as areas for development.

Step 3: Design and Implement a Personal Development Programme

The report provides the basis for a personalised development programme for each candidate. This programme could include exposure to particular work experiences, building skills which may not have been previously required, as well as coaching to help embed learnings, and helping to prepare for the challenges of senior leadership. A Thornhill consultant could assist in designing such a development programme, or the company may choose to use its own resources to do so.

Step 4: Follow-up Assessments

The candidates' progress is measured halfway through the process with a follow-up assessment to allow for any revision of the development programme. Progress should be assessed again at the end of the programme.

ADDITIONAL INFORMATION

The assessment processes described here may not be the only consideration in making the final choice to fill senior leadership posts. Other information, such as the candidates' formal performance evaluation, may also contribute to the final decision.

It is important to bear in mind that the process defined here assumes that the candidates are already good at their current job, and this assessment is not intended to measure how well they perform. It is a measure of the extent to which they have developed the right combination of **knowledge**, **capabilities** and **values** to perform at the most senior level of management.

ITEM BANK OF DESIRABLE QUALITIES: What must your top leadership **KNOW** and **DO** and **BE**?

We have read extensively in the literature about the qualities of a great leader. Many of these articles have great insights into the qualities of leadership. However, they err when they claim to have the unique set of qualities that define the great leader. Our conclusion is that there is no single definition, and that no-one can possibly embody all the qualities we read about.

Our response has been to create an item bank which includes all the good qualities of an effective senior leader. Then we ask the question of each company: Which of these is most important for your company now? The 360° assessment and development plans grow from that critical conversation, informed by our item bank.

KEY BENEFITS

- » The leadership identikit and development programme are defined by your company's current needs
- » A customised questionnaire and a clear final report that is easy to interpret, identifying where candidates already meet criteria as well as their areas for development
- » Anonymous feedback, combining responses from several people
- » Entirely online – quick and convenient
- » Cost effective, saving both money *and* your time
- » The material can be branded and worded to fit with your company's identity.

ADDITIONAL OPTION (Identikit only)

This product is for use by companies intending to groom leaders through a succession planning process. That is the only way that the 360° assessments can be undertaken.

However, any company selecting new leaders may find it helpful to use the item bank of leadership qualities, to help determine which are most needed in the company at this time.

A Thornhill consultant would be pleased to facilitate a 1-2 hour conversation to develop the identikit of the leader you require.

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.