

The Thomas360 Review Process

TG & Associates is delighted to be able to offer the Thomas360 review process. This is an online assessment tool that allows those individuals who know something about a person to rate their leadership or sales performance. The process can incorporate the comments of direct reports, peers, managers and even customers into a detailed feedback report that can raise individual self-awareness and create an opportunity for individual development and improved team effectiveness.

The commitment of time is only 15 to 30 minutes for each rating and yet the result is more meaningful than the traditional written performance appraisal process.

The intent is to include this process within a Corporate Learning Culture and shift away from the traditional performance culture. An organizational culture is defined by the values, expectations and behaviors that are shared by members of the organization; in short, *the way we do things around here*. When the organizational culture is a learning culture, the key mindset of members of the organization is that individual, team and organizational learning is an important part of each member's work. Therefore, the organizational culture supports continuous improvement and learning.

The idea of a learning culture is relatively new and is a shift from performance culture. This shift is occurring in response to the changing and more complex business environment where a focus on learning, adapting and changing quickly are part of survival and contribute to the sustainability of the organization. Performance is critical and central to the learning culture however, continuous learning is regarded as equally necessary to drive high performance. In a learning culture the organizational processes and structures support the learning culture. In addition, individuals and teams have an ability and willingness to learn. Seeking feedback is a strong sign of a learning culture. Individuals and teams want to understand where they have strengths and weaknesses, how effective they are, if they are open to criticism and are motivated to use feedback to improve. This involves getting out of their comfort zone to take on new things and learn new skills. In a learning culture, information is shared and problems are approached with an open mind as a learning opportunity.

Commitment from senior management is critical to a strategic 360 process and whether the process is viewed as credible within the organization. A top-down approach, with senior management participating and receiving 360 feedback on their own performance, helps to position the process as important.

The assessment tool we use is the Thomas International 360 assessment. This is a relatively new product from a company that is recognized worldwide for its validated and accurate assessment tools. Thomas International is the result of the work of Dr Tom Hendrickson who devised the Personality Profile Assessment during his PhD work at Harvard. Debra Thompson, the President of TG & Associates, was certified by Dr



Hendrickson in 1997 to read and interpret personality profiles and was recertified by Thomas International in 2001. We have administered the Thomas profile to thousands of individuals on behalf of our clients across North America.

The Thomas 360 assessment is an online assessment tool and it is administered off the Thomas web platform by TG & Associates on behalf of the client. There is a Leadership 360 and a Sales 360. They each have 9 competencies which are tested with 5 statements per competency. The recipients/raters rank order the competencies by importance for the role and the organization's needs. The client selects the recipient who will go through the Thomas 360 and then nominates the people (raters) who will provide feedback. The system allows for a minimum of 6 and a maximum of 25 respondents who can be: peers, managers, team members, direct reports, and even customers. TG & Associates will send electronic invitations to the individual and to all respondents inviting them to complete the 360 feedback online. As soon as all questionnaires are completed we will generate the 360 Report and arrange for a time with the client for a follow-up and debrief. A copy of the report can also be provided to the manager of the recipient.

The Thomas 360 takes approximately 15 – 30 minutes to complete. The questionnaire contains 3 parts:

- 1) 45 Statements rated on a 1 – 7 scale
- 2) 9 Competencies to rank in order of priority for the recipient's role
- 3) Written comments about the recipients key strengths and areas for development

The Thomas 360 has many benefits:

- Multi-source feedback to an individual
- Electronic and anonymous
- Raises individual self-awareness
- Individual understands their impact on others
- Opportunity to "see yourself as others see you"
- Increases team effectiveness

The value to the recipient of this 360 degree feedback is significant:

- Develop an awareness of the recipient's perceived behavior within the workplace
- Focus on changes that the recipient needs to make in order to develop
- Provide information that will allow the recipient to build upon what he or she does well
- Allow the recipient the opportunity to explore the reasons for the scoring
- Pave the way for the recipient to take action
- Give the recipient the opportunity to take responsibility for his or her own development

